Sales Management Management

If We Give an Extra Discount, What Will Happen to Profit? By W. A. McDermid

Point-of-Sale Displays: More Tested Ways of Increasing Them-By W. C. Dorr

Will He-Men Ever Be a Good Market for Scented Cosmetics? An MRCA Survey

Kuppenheimer Finds a Way to Win Extra Support from Retail Salespeople

A New Feature: "Spotlight," a Parade of People in the Sales Panorama



rinting, like windows should be without GLARE

You know what happens when glaring light shines on plate glass. The merchandise on display becomes so hard to see that you pass by without giving the window a second glance. The same thing happens when bright light strikes shiny printing paper. For according to authorities on vision, some papers reflect glare to as great a degree as glass.

KILLING GLARE IN PRINTING

From the findings of these authorities have come two revolutionary steps: The development by Kimberly-Clark of a neutral shade of white and a glareabsorbent surface for printing papers which kill dazzling light reflections and provide a perfect background for any number or combinations of colors. Both of these developments are now obtainable in Kleerfect and Hyfect.

In addition to giving text and illustration a better chance to be noted and read, Kleerfect and Hyfect definitely lower the cost of fine printing. As the first book papers, in their class, to equalize the printing qualities of both felt and wire sides, they make possible results formerly obtainable only with much more expensive sheets. They are also recommended by printers for their unusual press strength, opacity, freedom from curling, and ink economy.

To see samples of the work on these two papers and to learn the economy with which they do it, please write our advertising office in Chicago.

This advertisement is NOT printed on either Kleerfect or Hyfect.





These unretouched photographs show how glare reduces visibility in window displays. Glare has the same vision-blurring effect on printed displays. In planning any advertising beware of glare. Specify Kleerfect or Hyfect.

Y-CLARK CORPORATION

your NEENAH, WISCONSIN







WHAT \$1.75 CORN MEANS TO IOWA-



WHAT \$2.00 WHEAT MEANS TO KANSAS—



WHAT \$2.00 POTATOES MEAN TO IDAHO—

THAT IS WHAT

MEANS TO

KENTUCKIANA!

"Don't Take Our Word For It!" Let the eloquence of tobacco buyers, now feverishly bidding for the choice leaf of Kentuckiana farmers, speak for the IMMEDIATE PROSPERITY of this area.

The Conrier-Lournal The Louisville Times

REPRESENTATIVES: THE BRANHAM CO. RADIO STATION WHAS — 50,000 WATTS



Embalmers' Hand Lotion

One testimonial which Jergens-Woodbury Sales Co. probably will not publicize came recently from a Kentuckian to Ben Grauer of the Jergens' Lotion Sunday night radio program. We have copied it verbatim, in case you might be interested:

"Dear Mr. Grauer:

"Have you ever thought how much good Jergens' Lotion do funeral directors, and embalmers.

"I am a young embalmer, and the use of the embalming chemicals dry the skin on the hands, and after each case I embalm I use Jergens' Lotion to bring the hands back to normal feeling."

Diabetes, the Mother of Invention

Back in 1932 Robert H. Haskins, Sr., a Providence, R. I., druggist, was told by his doctor that he had diabetes. All sweets were, of course, forbidden. Mr. Haskins looked into a sugarless future with a fair degree of resignation—except for ice cream, of which he was particularly fond.

Fortunately he and his son Robert Jr., during the previous year had started to make the ice cream for their store. Both now directed their efforts toward creating a confection that would be safe for "insulin addicts." After lengthy experiment they perfected and patented an ice cream which they called "Dia-Creme."

A little newspaper advertising followed, and then had to be stopped because the demand overtaxed Robert Junior's small plant. Not only did diabetics clamor for the cream, but others who counted their calories with precision wanted the sugarless, non-fattening dessert. In time the Haskins, father and son, sold the drug store and established a manufacturing plant in Esmond, R. I., for other products for diabetics.

Dia-Creme is still the major item, though sugarless soda waters, and a sugarless candy, Bean-O-Bar, are now part of the line. The cream in base form is shipped to hospitals and diabetics all over the country. Mr. Haskins' ill luck has been transmuted into the family livelihood.

Jacks-of-All Trades

If you want to know how to blend a "Bosom Caresser," an "Alabama Fog Cutter," a "Manhattan," or any other thirst-quencher, just ask a salesman of Many, Blanc & Co., Chicago marketer of Du Bouchett sloe gin and liqueurs. Those talented gentlemen are walking editions of the Bartenders' Guide.

"Every Du Bouchett salesman must first go to school before he goes out to sell," says Sales Manager Arnold Hirsh, explaining why his men are such good mixers literally and figuratively. "He spends a week in our laboratories so that he knows Du Bouchett quality and Du Bouchett merchandise—how it's made, what it is. Then he must spend a week in our cocktail school where he learns how to compound drinks. He is prepared to be helpful to the trade upon whom he calls."

Stove salesmen bake cakes as part of their demonstrations.

Washing machine representatives do up the family laundry. It wouldn't surprise us to learn that piano salesmen can and do ripple off a nocturne with the ease of a Rachmaninoff. Salesmen these days have every whit of the virtuosity of a one-man band.

Half a Century of Garters

A. Stein & Co., Chicago, is this month entering its 50th year of business. Despite the fact that the ad and merchandising appropriations on its various lines are being raised from 33-1/3 to 150%, the public will read nothing about the year of jubilee.

"Our age," says Sigmund Stein, president, "is of no interest to the public. Our goods are."

Burrowing in the yellowed company records, SM's Antiquarian Editor found that the house of Stein started with two products that are now as dead as the dinosaur. Arm or sleeve garters, in pale pink, baby blue, etc., were one. A nickel-plated contraption with alligator jaws to hold detachable cuffs onto the boiled shirts, which all gentlemen used to wear, was the other.

Later, garments for ladies' and gents' le - - er *limbs* were added. Today the line consists of Paris suspenders, garters, and belts for men; Hickory foundation garments and such for women.

From the dusty files Joseph M. Kraus, ad. mgr., brought the oldest extant Stein catalog. It set forth the sales plans for 1906. Under an announcement "to the trade" are these sentences, as true today as when they were first written:

Goods well bought are half sold.

Goods well advertised are all sold

Goods badly bought and poorly advertised are sold at half price.

Illustrations in the catalog are pen-and-ink and wash drawings. One of them is reproduced over there. In that happy era the bustle and the bosom had not joined the bison in virtual extinction. Ladies' garters had names - the Venus, the Diana, the Marlowe. However, Stein was not risking censorship by picturing its garters and suspenders in plain view on the ladies limbs. Instead, they hang down outside the voluminous pettiskirts and the manner in which they hooked to the stocking was left to the imagination.

Garters, the sort which only females who were "no better than they should be" would show, were luscious with frilled rosettes and bows. One de luxe

What these suspenders held up was an only-to-be-guessedat secret

model had a rabbit's foot attached. Others were equipped with little purses, a bell, buckles decorated with the ace of hearts. All could be obtained in glass-topped gift boxes by greatly-daring beaux. A special model had a thermometer on it. Whether this registered the temperature of the wearer, the atmosphere, or, on windy days, of the beholder is a question to which the Antiquarian Editor will not hazard an answer. Such delicate subjects are best left to the Weather Bureau and the International Conference on Temperance & Morals.

Two years after issuing the catalog, the company started a national magazine campaign. Competitors predicted dire consequences, "Frittering away money like that." The ads appeared in Munsey's, Broadway, Leslie's Weekly, Collier's, S. E. P., Woman's

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Last year was LEAP year





993,934 LINES GAIN

In addition to leading all Chicago daily papers in retail gains and department store gains, the American had gains in general display, financial, classified, and legal advertising for a total gain of 1,180,032 lines.

Source: Media Records, 1936

Average Net Paid Circulation of the Chicago American for the months of November and December, 1936, was 445,761 A CIRCULATION GAIN OF

24,700

OVER THE SAME PERIOD THE YEAR BEFORE

CHICAGO AMERICAN

...a good newspaper

National Representatives: Hearst International Advertising Service. Rodney E. Boone, General Manager

JANUARY 15, 1937

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Management 1

Vol. XI. No. 2

January 15, 1937

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Home Companion, and Outing. A lady could buy her man a pair of Paris garters, copy advised, with his initial on each. She could, of course, have her initial on them as a sentimental touch. Illustrations revealed a kneeling man clad in wrist- and ankle-length drawers putting on a garter with the greatest ease.

Not until 1917 did Stein commission Artist Leyendecker to streamline the chubby youth's figure, comb his hair, and put him in light, thin shorts. Ad Manager Kraus believes that the figure now is good for all time as a trade-mark.

This year, the gartered gentlemen, and his sisters, uplifted and bolstered by Hickory corsets, will appear in S. E. P., Collier's, Life, News-Week, Esquire, American Boy, Vogue, Harper's and seven of the Fawcett publications. A supporting campaign in newspapers and trade journals is in addition. All told, the advertising budget is considerably in excess of the \$4,452 set aside for that purpose in 1901. Nowadays the company pays that sum for a fine piece of art work, the sort of art that would have bulged out the eyes of corner-store whittlers when the century was young—and Nellie Was a Lady.

Rebel in the Banks

Bankers are learning to laugh again. Times have been tough for them, too, and the public has not been particularly kind. But the Commercial National Bank of Kansas City, Kansas, is showing the public that it can manage a smile—and share it with the public.

In a series of 12 advertisements, one each week in the Kansas City Kansan, the bank is using humor. The series is aimed specifically at selling the bank's savings account, check account and safety deposit box departments. At the same time, however, the bank is selling itself as an institution. This is not unusual, but selling it with gags and cartoons is, and gives the bank the distinction of being among the first, if not the first, to appear in the human, homely garb of just another local business, manned by local boys trying to get along.

In spite of the unusual use of humor, 98% of the comment (and this has been considerable) on the advertising has been favorable.

"Most bank advertising says nothing in a dull way," comments Merritt Owens of the Charles Carter agency, who handles the account. "Here we sought to say something definite in an interesting way. We had two objectives: To educate the public in banking, and to sell this particular bank. In an earlier series we went through the bank pictorially—it has fine quarters. In the humorous series we sought to reach as many people as possible, and knowing that most people who read a newspaper read the cartoons, selected this method. The difficult thing was not to think up gags, but to think up ones which could be tied in with a particular institution."



Ninety-eight per cent of the comment was favorable.

achievement 1936

- ★ In 1936, as always, "All the news that's fit to print"
- * In 1936, as always, the highest standard of advertising acceptability maintained and
- ★ First in New York in advertising volume in 1936—as for eighteen consecutive years
- * First in New York in advertising gain
- * Highest circulation in Times history
- * First in New York with opportunities for advertisers who look ahead to their own greater achievement in 1937

The New York Times



<u>I</u>guor

Who Sells, How Much, Where and When?

OHIO

AN EVER INCREASING MARKE

MEASURE your markets ... Set your sales quotas ... have first hand reliable information regarding your competition . . . The Cleveland Press Liquor Survey now makes all this possible.

This comprehensive analysis of Ohio Liquor Sales covers a period from October 1935 to October 1936. Its facts are from the records of the Ohio Liquor Control Commission. It is a complete, accurate and comprehensive analysis of liquor sales.

From these figures and charts it is possible to determine not only sales potentiality but trends by type and price.

Scientific accuracy may be used in alloting advertising appropriations, based on the information contained in this study. tacts on ohio liquor sales!



This, the nation's most comprehensive Liquor Survey is available to all with a legitimate interest. Write on your stationery or ask the Scripps-Howard representative who calls on you.

The Cleveland Press

MEMBER OF THE UNITED PRESS.... OF THE AUDIT BUREAU OF CIRCULATIONS and of MEDIA RECORDS, INC.



A SCRIPPS - HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS...230 PARK AVE., NEW YORK CITY CHICAGO - SAN FRANCISCO - LOS ANGELES - DALLAS - DETROIT - PHILADELPHIA - ATLANTA

1937 TRIUMVIRATE

FOR PROGRESSIVE SALES AND PROFIT BUILDING



MEDIUM OF RETAIL SELLING

SELLING through retailers means first selling to retailers, and keeping them sold.

No amount of fan mail can equal in significance the corner storekeeper's simple words: "Here's the brand you see advertised, Mrs. Jones. Have you tried it?"

Those words that bridge the final gap are not inspired by admiration or gratitude. They're merely recognition of the fact that if Mrs. Jones knows about the brand, little selling effort is necessary. Easy sales mean faster work on the cash register.

When the brand is well advertised in

her home newspaper, Mrs. Jones does know about it. The storekeeper knows she knows. No need for him to stall around with "Have you seen . . . " or "Have you heard . . . "

When he has to go through a sales talk, chances are he'll apply it to some other brand with a bigger profit margin.

For him there's no such thing as national advertising. Advertising is local . . . a good selling message in the newspaper he reads and his customers in the neighborhood are reading today, tomorrow, every day. All else is incidental publicity.

Among the third of a million people in A.B.C. Providence, 19 out of 20 families are reading Journal-Bulletin papers daily. (Two out of three in Rhode Island as a whole.) In this market, a Journal-Bulletin schedule is

ADVERTISING.

For greater sales, the 1937 Triumvirate: Producer, Dealer . . . and the indispensable Home Newspapers.



PROVIDENCE JOURNAL-BULLETIN

Dominating New England's Second Largest Market

Chas. H. Eddy Co., Inc. New York, Chicago, Boston, Atlanta

REPRESENTATIVES

R. J. Bidwell Co. San Francisco, Los Angeles

JANUARY 15, 1937

[89]



EDITORIAL FACT: Apart from the undisputed quality of the editorial material in The Post, in 1936 we gave our readers 50% more reading matter than did our nearest competitor.

figure by more than 150,000—and now enjoys the largest paid circulation ever obtained by any magazine. All net paid in advance—no tricks or premiums.

ADVERTISING FACT: For 1936, The Post's advertising revenue was more than that of all other weekly magazines combined —considerably more than *twice* that of the runner-up.

It takes these three kinds of vitality to keep a magazine on the advance. And the extent to which those vitalities are developed is the real measure of a magazine's value as an advertising medium.

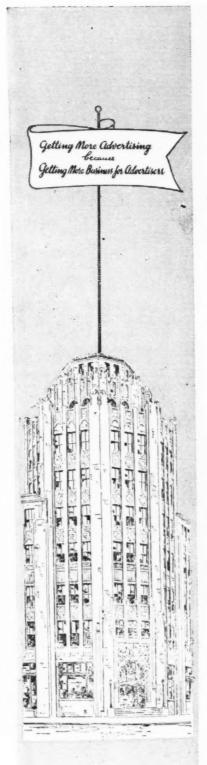
THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"

THE CURTIS PUBLISHING COMPANY



INDEPENDENCE SQUARE, PHILADELPHIA



Two Million Plus

13,136,786

lines of paid advertising for the year 1936

2,071,269

lines more than for the year 1935

6,846,532 lines of local advertising-which is

944,846 lines more than for 1935

2.374,468 lines of national advertising—which is

559,625 lines more than for 1935

3,915,786 lines of classified advertising—which is

566,798 lines more than for

This increase of more than 2 million lines is also a heavy gain over the $1\frac{1}{4}$ million lines for 1935 in excess of 1934.

San Antonio and its trade territory, where sales opportunities are greatest, are most readily and effectively reached through San Antonio Express and San Antonio Evening News.

These two newspapers' concentrated circulation in the homes influences all the families who have the means to buy. This concentrated home-coverage circulation offers the advertiser, in a compact field, the best medium for reaching a rich potential market in sales.

The Express and The Evening News practice intelligent, fair censorship of all proffered advertising.

San Antonio Express
SAN ANTONIO EVENING NEWS

Texas' Foremost Newspapers



.. pass through dozens of other towns all competing for the trade of the 50,000 farmers living within the four counties comprising this rich Michigan trading area. And it is an immensely profitable trade, well worth all the effort made to win it.

LANSING ...

Similar conditions prevail in all the other 625 trading areas, in each of which Farm Journal readers are spending their share of the biggest farm income in six years . . . over a billion dollars more than that of 1935 . . . an income that is being spread thickly over every commodity group from plain necessities to costly capital goods. TODAY ... the Cross Roads Are Well-Paved Highways

And the farmer shops on wheels.

Distance no longer forces him to pick the nearest store. Towns 30 miles or more away are as much within his shopping range as those close by. And his purchases naturally are made where

Good values and wide varieties of well-known, widely advertised merchandise are the usual inducements . . . for the modern farm family's wants differ in no way from those of the city dweller. And those wants are controlled by the same influences ... the information and the advertising he sees in the publica-

More than 1,300,000 modern farm families read Farm Journal with the eager interest that 4-Day Writer-to-Reader service invites . . . reason why Farm Journal should be on every national advertising list.



BELIEVED IN FOR 59 YEARS

Significant Trends

As seen by the Editors of Sales Management for the fortnight ending January 15, 1937.

Why Business Will Improve

Farm income has been restored to such effect that farmers, according to the Bureau of Agricultural Economics, had in 1936 the highest real purchasing power in

13 years; this of course does not refer to incomes stated in dollars, which were below 1929, but is after allowing for the greater buying power of the dollar.

- • In industry endless technical progress has been made, and manufacturers, while paying higher wages, have been able to set prices which would move merchandise.
- • This explains why in 1936 aggregate retail distribution in dollars was 24% below 1929, but in physical units produced and sold, the year was much closer to 1929 as a result of lower prices.
- • The National Bureau of Economic Research in a current study called "The Recovery in Wages and Employment," says, "Since hourly earnings are generally as high in 1936 as in 1929 their present purchasing power is considerably in excess of the purchasing power of comparable rates and wages per hour seven years ago. Thus the real hourly earnings of factory employes in 1936 were 27% greater than in 1929, of railroad labor 26%, and of common labor 25%." Weekly earnings were, of course, generally less than in 1929 because of the shortened work week
- • If the employment status of specific industries has a bearing on your sales opportunities, these figures should mean something to you. Based upon index numbers and using 1923-1925 as 100, the United States Bureau of Labor Statistics gives the following ratings to industries: Meat Packing, 96.8; Boots and Shoes, 87.8; Railroads, 62; Men's Clothing, 106.4; All Textiles, 104.8; Automobiles,

126.2; Women's Clothing, 158.5; Woolen Mills, 83.9; Tires, 90.6; Iron and Steel, 97.8; Cotton Mills, 99.5; Agricultural Implements, 91.7.

- • The total spendable money income of the country in 1936, according to preliminary estimates made by SALES MANAGEMENT, was approximately 70 billion dollars—a gain of about 11% over 1935. This figure represents income paid out, whether earned or not. Final and detailed figures for states, counties and cities will appear in SALES MANAGEMENT'S annual Survey of Buying Power to be published April 10.
- • The American Retail Federation estimates that retail sales during the year 1936 totaled approximately 38 billion dollars, or an increase of 14% over the preceding year. The SALES MANAGEMENT statistical staff is making an independent estimate of retail sales for the year which will also be broken down by states and counties in the special April 10 issue.
- • The Federal Trade Commission now has a double-barreled gun to use against businesses which it accuses of unfair practices. It has applied both barrels against the Hollywood Hat Co., a New York manufacturer and distributor of women's hats. Under the Robinson-Patman Act, the company is accused of price discrimination in giving a West Coast retailer lower prices than it gave other retailers; under the act creating the F.T.C., it is accused of filling orders with hats of a lower quality than buyers were led to expect from salesmen's samples.
- New York City has launched an interesting campaign designed to promote more honest retail business. Special permits for the holding of fire sales, liquidation sales, bankruptcy sales and others of that type must be obtained from the License Department upon payment of a twenty-five dollar fee. The measure is expected to administer a death-blow to the promoters of fake fire sales and closing-out sales.

The Brookmire organization estimates that the United States income will be 21% better during the next six months than in the same period last year. Cities where your salesmen should find business exceptionally good include Akron, Albany, Altoona, Atlanta, Baltimore, Buffalo, Chicago, Cincinnati, Cleveland, Columbus, Dallas, Dayton, Denver, Detroit . . . also Fall River, Fort Worth, Grand Rapids, Harrisburg, Houston, Indianapolis, Jacksonville, Los Angeles, Louisville, Memphis, Nashville, New York . . . and in Peoria, Philadelphia, Pittsburgh, Rochester, Rockford, St. Louis, San Antonio, South Bend, Spokane, Springfield (Mass.), Toledo, Tulsa, Washington, Wilmington, Worcester and Youngstown.



A survey completed recently by the Consumer's Counsel Division Baltimore and St. Louis (a cross-section of 1,000 families in each city) demonstrates two opoints clearly:
That it is important to the sales
executive to concentrate sales efforts on families with sufficient in-come to buy his products-and that it would be advantageous to business as a whole if consumer income levels among the now depressed groups were raised. The survey covered consumption of citrus fruits and the charts show the rapid increase in orange consump-tion as we go up the scale of in-

BALTI	MORE
WEEKLY PER CAPITA	WEEKLY PER CAPITA CONSUMPTION OF ORANGES
UNDER \$2 00	
\$2.00 UP TO \$4.00	99 2 a
\$4 00 UP TO \$6.00	****
\$6.00 JP TO \$8.00	**** 45
\$8 00 UP TO \$10 00	
\$ 0 00 AND OVER	******
ALL FAMILIES	000x 35

ST	OUIS
WEEKLY DER CADITA	WEEKLY PER CAPITA
UNDER \$2 00	888. 32
\$2.00 UP TO \$4.00	
\$400 UP TO \$600	
\$6 00 UP TO \$8 00	*****
\$8 00 JP TO \$10 00	*****
910 00 AND OVER	*****
ALL FAMILIES	9999× 11

the scale of incomes. Incidentally, the survey shows how far from the saturation point is the consumption of oranges. In the two good markets together, 15% of the families average less than one orange per person per week, and the consumption is less than one a day even in the highest class homes. Details of this important survey are given in Volume 3, Number 33, of the Consumer's Guide, published by the A.A.A. in Washington.

Breaking

Sales of Sears, Roebuck & Co., for the four-week period ended December 31 were the largest for any All Records period in the history of the company. The nearest approaches to it were in the

period ended October 8 last year and the period ended December 31, 1929, in each of which sales exceeded \$50,-000,000. But in December the company disposed of \$60,-000,000 worth of merchandise. Sales for the full year also exceeded that of any previous year. Another chain to break all December records was Woolworth.

- In the automobile industry both General Motors and Chrysler sold more units in 1936 than in 1929. To some extent they profited at the expense of existing competitors and to some extent through the fact that fewer makers are in the field this year.
- Although 1935 was a banner year for the radio industry, its record was passed during 1936. The magazine, Radio Today, estimates that 8,479,000 sets were made in 1936, or a rise of 40.7% from the industry's previous high in 1935. During the year the Radio Manufacturers' Association listed more than 1,400,000 new homes which were supplied with sets, advancing the total to nearly 25,000,000. Of the latter, 17,500,000, or 70%, had obsolete sets without modern receivers for short-wave foreign broadcasting.
- Radio broadcasting, of course, entered new high ground last year and aggregate gross time sales are estimated at \$103,000,000.
- For several years now much has been heard of the approach toward at least a temporary saturation

point of electrical refrigerators—but each year the industry sets new high records. Final figures for 1936 are not available but during the first 11 months the industry sold 2,000,000 household models as against 1,500,000 for the same period in 1935. The electrical industry set a new high in output, as did also gas.

- The air express division of the Railway Express Agency announces that the gross revenue from air express shipments in November exceeded the gross revenue in the preceding year by 99% and that on December 22 all one-day records for air express shipments were
- We cite these figures to illustrate the point that aggregate totals of general business are not a thoroughly reliable index. Business never moves evenly. Some territories always gain more rapidly than others. Some industries set new high records while others are depressed. The alert marketing executive, by concentrating his heaviest fire in the most likely spots, can move ahead more rapidly than the national average. And in this connection may we put in another boost for what we consider to be the best feature added to SALES MANAGEMENT during 1936? We refer to the Future Sales Ratings carried in each first-of-themonth issue. Here are listed nearly 100 industries graded by their relative sales outlooks upon a short-term and a long-term basis.
- Where you find new motion picture houses being built or old houses being reopened, you can be sure that it is a community enjoying much better business. The amusement industry is a very good guide. Now the film people are getting worried about a shortage of product as houses which have been dark for years are being reopened by the hundreds. Last year the film houses grossed a billion dollars and had a near-record attendance averaging 81,000,000 people a week.

Is Schlink **Getting Soft?**

National advertisers, who read the January, 1937, issue of Consumer's Digest (Volume 1, Number 1) gasped with amaze-ment, for the editors of Consumer's Research,

Inc., headed by F. J. Schlink, produced an 80-page magazine which contains no attacks by name on advertised products. This is a newsstand magazine which purports to enlighten the consumer on how to buy most economically and with the greatest satisfaction. As distinct from the Consumer's Research reports, in which specifically named products are graded as recommended, intermediate and not recommended, this newsstand magazine names only recommended products. Among the products covered in the first issue are anti-freeze solutions, Winter lubricants, oils, mechanical refrigerators, rubbers and galoshes, bath towels, cold creams, lighting fixtures, flashlights, honey and encyclopedias. Mr. Schlink even goes so far as to admit that not all advertising is wasteful or misleading.

The drift from farms to cities last year reversed the depression trend of population. There were 31,809,000 persons living on farms January 1 as against 31,801,000 a year ago—an increase of only 8,000 in spite of a net gain in population of 394,000. According to the Bureau of Agricultural Economics, 1,211,000 moved away from farms to cities, while 825,000 moved to farms. Farmers make up less than 25% of the total estimated population, but contributed last year about one-half of the country's new population.

Men in the Marketing News



Pusher: Walter G. Baumhogger, onetime of Montgomery Ward, becomes president of Certain-teed Products Corp., prepares to campaign aggressively to pull that company out of the red.



Light-Man: (Below) Duncan B.
Mackie has assumed the sales promotion managership of Curtis
Lighting, Inc., Chicago. He was
formerly advertising manager for
Schweitzer & Conrad, Inc.

Litho-Man: (Below) Frank M. Seamans, for many years with the United States Printing and Lithograph Co., joins Consolidated Lithographing Corporation, Brooklyn, as vice-president.

Going Up: (Right, above) Maxwell V. Miller, for 6 years director of domestic sales for Royal Typewriter Co., moves up to vice-president in charge of sales for the same company. Sales of Royals for 1936 set an all-time high in that company's history.





Promoted: (Right)
By The Mennen Co.,
from director of advertising and sales
promotion to merchandising manager,
F. S. Dieterich now
assumes charge of all
sales and advertising
activities for the Mennen line.



Merger: Eastern division of Brooke, Smith & French, Inc., Detroit, merges with Dorrance, Sullivan & Co., Inc., to form the new firm of Brooke, Smith, French & Dorrance, Inc. Officers of the newly formed agency (left to right below) are: C. W. Brooke, treasurer; Guy C. Smith, chairman; Willard S. French, executive vice-president; Sturges Dorrance, president. H. H. Ohlmacher is secretary.



The time-worn generalization that more volume will cut costs enough to offset additional discounts to big buyers is leading many a company into red ink, starting many a ruinous price war in many an industry. When you're considering that extra 5%, you must have before you the cold figures which answer the question, "Exactly how much more volume do we need to justify this price cut?"

That Extra Discount— Arch Enemy of Profit

NE of my favorite characters is
Alley Oop. If you have never
met him, there's his picture.
He is one of the family favorites of the NEA Service, and by
and large he's a grand guy.

One of the reasons why I follow his adventures is because they show that before the Bronze Age people were the same kind of damphools we still are, including among many other characteristics a profound indifference to the fallacies of unnecessary price

cutting.

And so here's my old prehistoric friend, having had a serious quarrel with his long-time partner, Foozy, embarking on the same road to destruction that makes us question whether the so-called "American way of life" as applied to business is as intelligent

as it might be.

What really ought to be considered now, however, are the good old-fashioned facts of the multiplication table. It is true that we are now trying to legislate some of them out of existence. For half a century, in fact, the public parks in every city in the country have been filled with lads with patches in their pants who have tried to prove that two and three made six.

It is a lot easier to think with the emotions. A lot of us do, and we have a majority with us. It hurts to face facts, and figures, and to forget fears and animosities and "competition" and wishful thinking. G. Stanley Hall once wrote: "Our intellects are but a speck floating on a sea of feelings."

Let's take a hypothetical case and see what it costs in dollars and cents to "meet competition" or whatever other excuse you use to advance your progress toward 77B. In the interest of simplification, let us make a few assumptions which, however, will not invalidate the force of the argument.



B Y

W. A. McDermid and Associates, Industrial Counsel,

New York City

W. A. McDermid started in the newspaper business and served his business apprenticeship as a salesman, district manager and advertising manager. He has been a sales executive in three major industries.

Elected to the American Society of Sales Executives in 1919, he was also a charter member, president and honorary vice-president of the New York Sales Managers Club, and a member of the organization committee of the National Federation of Sales Executives. From 1915 to 1921 he was a director of the Association of National Advertisers and, in 1919, was president.

Since 1927 he has headed a group of industrial management consultants, which operates on the theory that sales begin in the factory, and which therefore includes engineers, accountants and statisticians, and which is closely affiliated with a variety of technicians in specialized fields.

You and I own a company that is doing business on the basis of 50% from list price—what we call our normal discount. (If the sceptics in the back row will take out their pencils, they will find that this about represents a fair combination of wholesale and retail profit margins.)

This business of ours shows a net sales volume of \$2,000,000 and we are shooting for a gross operating margin on sales of 30%. And one gross of merchandise represents \$1 in sales at normal discount. ("All right, Jim; I'll admit you need 35%, but let's be conservative—and plenty of businesses would be tickled to death to have 30% on which to turn around after the goods are laid down on the shipping room platform.")

Out of this we're going to have to pay all of our administrative, sales, advertising, legal, accounting and other expenses. These will include our Federal and state taxes; our contributions to social security; some reserves (if we are allowed to keep them) for the rainy day that we know will come; expenditures for research that will keep us at least abreast and maybe ahead of our competition in product and merchandising plans; and then, finally, if any and by the grace of good luck, a profit!

And probably we don't budget in advance for a profit. We just hope to have one at the end of the year.

To us comes the "big buyer," who demands an extra 10% because of the volume of his potential purchases; or the fact that the sonovagun really does buy a big quantity of goods.

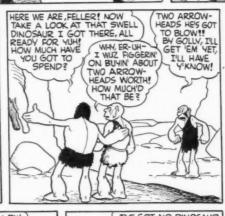
Also, and just about the same time, the production department, or the engineers, or some other of the lads that know how to use a slide rule, and who can use and *prove figures* uncomplicated by any of the elements of human behavior, tell us that if we can





YOUR CUSTOMER? WHY, YOU BIG WIND-BURST!! HE'S MY CUSTOMER! I SAW 'IM FIRST!



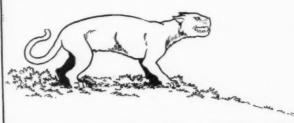




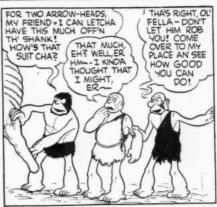
THE PREHISTORIC PAST MONSTERS

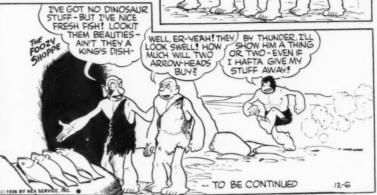
OXYAENA

AMONG THE MOST PROMINENT OF THE VARIED MAMMALIAN GROUPS WHICH PUT IN AN APPEARANCE AT THE BEGINNING OF THE CENOZOIC PERIOD, WERE THE CREODONTS, THE EARLIEST AND MOST PRIMITIVE OF THE CARNIVOROUS MAMMALS. IN THE BEGINNING, THESE ANIMALS WERE QUITE SMALL AND MORE OR LESS ARBOREAL IN HABIT. THEIR SKULLS WERE LONG, WITH A SMALL BRAINCASE. ESPECIALLY REPRESENTATIVE OF THIS GROUP IS THIS WOLVERINELIKE CREATURE WHICH MEASURED ABOUT FORTY INCHES LONG.









Reproduced by courtesy of NEA Service.

Senseless price cutting is one of those old pre-historic customs—like wars between nations—which we can't seem to learn to regard with the fishy eye of common sense as opposed to the wild eye of emotion. Alley Oop struggled with it in the stone age just as we struggle with it today.

HEY, YOU LONG-NOSED YAP - LAY OFFIN MY CUSTOMER FORE I KNOCK YER EARS

DOWN!

1.1

Schedule of Unit Sales and Profits at Varying Discounts

(One gross of merchandise taken to represent \$1. in net sales)

Gross Dollars needed for expense over cost of goods	Discount Schedule	Margin of gross profit in %	Volume in units to make \$600,000 gross profit	% of increase ever volume at 50%	% of increase over volume at 50-10%	Volume in units to restore net sales in dollars	% of increase over volume at 50%	% of increase over volume at 50-10%
\$800,000	50%	30%	2,000,000			2,000,000		
\$600,000	50-10	22.2%	2,702,702	35%	*****	2,222,222	11.1%	
\$600,000	50-10-5	18.1%	3,314,917	66%	23%	2,340,000	17.0%	5.4%

just increase volume 10%, they can reduce production costs by 2% or maybe more. If you are at all figure-minded, you will find out that if you grant this additional 10% discount, you will need an increase of 11.1% units of sales (each unit comprising 144 of your gadgets) to restore your original dollar volume.

That sounds easy. Frequently it is. But wait a minute! Will this "big buyer" guarantee that increase in his sales? You ask him. I haven't the heart to do it.

And wait another minute. Let's go back into the huddle, you and I who own this business and have a payroll to meet next Saturday morning. The day we offer that additional 10%, every buyer on our list is going to get it just a little later—or else! Because competition will give it to them if we don't.

Our gross margin, out of which we are going to pay our bills, drops to 22.2%, and in order to have the same number of dollars in the bank, in order to pay the bills and keep from having a check come back marked N.S.F., we've got to sell a mere trifle of 702,702 more cases of merchandise, one gross each, or an increase in round numbers of 35% in units.

So this "big buyer" (collectively) has to produce for us an increase of 35% in unit volume in order to yield us the same amount of money in gross profit for the payroll, and Uncle Sam, and what have you. (This is something quite different from the 11.1% increase we needed to restore our dollar total of net sales.)

Will the trade do it? Well, this is just a discussion of a few elementary arithmetical facts and, of course, our competitors know their own business best, but if any additional 10% discount ever yielded them an additional unit volume of 35%, the directors of this mythical company of ours will be happy to give them an engraved certificate of merit, and destroy the plates, making it unique and unanimous.

Just after we have recovered from this shock, you and I find that several of our competitors haven't yet discovered what this 10% extra is already doing to them, and have quoted a price of 50%-10%-5% because, forsooth, "the factory needs the volume," and this may be the way to get it and to beat competition and to satisfy the cry of the sales force for lower prices.

Since legally nothing can be done that "restrains trade or tends to create a monopoly" (whether we go out of business and add to unemployment, or not) you and I start out to think about meeting this new price of 50%-10%-5%.

If we want to restore our original dollar volume of \$2,000,000 (remember that our goods sold for \$1 per gross at 50%) what we have to do to retain that same *dollar* volume of sale is to sell 17% more *units*, at 50%-10%-5%, or 2,340,000 gross—just 340,000 more.

If by some miracle we already have that unit increase of 11.1% at 50% and 10% and sold 2,220,000 gross, we would now need only 120,000 gross more, a paltry 5.4%.

We are willing to grant that in many cases, a 5% cut in price will (Continued on page 166)

Advertising Campaigns

Old and New Products as Promoted in Newspapers,
Magazines, Radio, Billboards and Displays

Western Rails Hum

Conductors on western railroads punched 21% more passenger tickets last year than they did in '35, reports Hugh W. Siddall, chairman of the Western Passenger Association. That compares with an 8.96% increase of '35 over '34, and a 2% advance in '34 over '33.

With pardonable pride, agents Reincke-Ellis-Younggreen & Finn and the Fourth Estate intimate that they had something to do with this riding on the rails. In '35 about 374 dailies ran the Association's ads. Last year the list was extended to 850 dailies and over 6,000 country weeklies.

Reduced fares and air conditioning are also given complimentary slaps on the back for creating a 40% jump in travel this Winter. Many trains are running in double sections. Mr. Siddall confidently expects a 25% increase in total business for the year.

News While It's Hot

As a sample of the wisdom of hitching a product to the headlines, consider the Walgreen drug stores of Chicago. Recently the chain inserted

a small ad in the Chicago *Tribune* under "News Flash! Famous Vineyards Are Destroyed in War-torn Spain."

60

The great vineyards belonging to the Marquis del Merito's family for over 300 years have been captured, continued the copy, and all other wine storehouses are threatened. No shipments of Merito sherries have left Spain since June. Walgreen stores fortunately are carrying "a complete, but limited supply of these magnificent wines. After the present supply is exhausted the quality may suffer severely."

Twice as much sherry moved over Walgreen's counters the day the ad appeared as had ever been sold in the company's history. Whittle your own moral

16,000 Miles of Print

The "Printers Progress Special" of four cars ended its 16,000-mile criss-crossing of the map with \$500,000 of signed orders for printing equipment. More than 53,000 printers inspected the exhibitions aboard the train as the presses clanked. The general public

was turned away; this show was for experts only.

"Open house" stops were made in 72 cities, but printers converged on those centers from as far as 300 miles to view the most up-to-date printing machinery.

American Type Founders, of Elizabeth, N. J., planned and carried out the trip with the cooperation of 23 makers of printing equipment. Besides the immediate orders secured, the sponsors predict an upsurge of modernization in the nation's pressrooms.

Aquatic Osculation

"Life," said Oscar Wilde, "imitates Art." The generation which saw a whole race of Gibson Girls blossom and die with the rise and fall of Charles Dana Gibson's drawings was ready to agree with Oscar.

If you call the movies Life, and advertising Art, then here is another piece of supporting testimony. Last year Gantner & Mattern Co., San Francisco, and its agents Emil Brisacher and Staff, enlivened the country's billboards with a poster that showed that love — and Gantner swimsuits — will find a way. Paramount Pictures idea men saw the billboard and slapped the underwater kiss scene into "College Holiday," a film starring Jack Benny, Burns and Allen, with Marsha Hunt and Leif Erikson as the lovers.

Reproduced is a still from the picture, below it the poster. In both, as Emil Brisacher and Staff are the first to emphasize, the lovers are wearing Wickies.

Rubber Hen Bosom

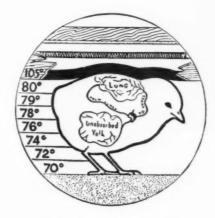
1

We move and second the motion that the most unusual ad of a fortnight be declared that of B. F. Goodrich Co.'s mechanical rubber goods division in the January *Fortune*. Under a stop-

per headline, "Goodrich Rubber 'Sings Mammy' to a Million Motherless Chicks," it describes a mechanical chicken brooder, "one more in the long list of new products, new profits made possible by . . . Goodrich.

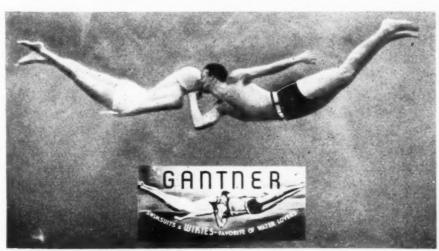
"Most modern brooder on the market," copy goes on, "its 'mother's breast' is Goodrich rubber kept at exactly the 105 degrees that nature gives a mother hen. And this unusual rubber has been made similar to a hen's breast in other ways—it is as soft, as nonporous, and more sanitary, and because of special compounding it holds its exact heat. . . .

"The chick stands, as he would under a hen's feathers, and his back (where his lungs are) just reaches the heated rubber pad. Results of this brooder are healthier chicks, less mortality, chickens ready for market sooner, and a more tender meat. Results for the brooder manufacturer are huge sales, mounting profits."



His mother is heated rubber.

Besides the round picture reproduced, the ad has an elegant illustration of a real hen with her offspring. In toto it is an arresting, informative page, highly creditable to Goodrich and to agents Griswold-Eshleman Co.



The "moom pitchers" copy an idea from a billboard

Mr. Kool Goes South

Brown & Williamson's penguin, trade-mark of Kool cigarettes, made his first appearance in the flesh (or rather in the feathers) on Jack Pearl's NBC radio program. Like Philip Morris' "Johnny Morris," Mr. Kool is a midget, even smaller than Johnny.



A pair of trade-marks meet the girls on Miami's shore.

Mr. Kool toddled around the offices of B. & W.'s agency, BBDO, startling the executives who looked up from their desks. He really is an eyeful, pictures don't do him justice. Then the publicity department conceived the notion of putting him in the miniature auto which had been built for National Battery Co. Powered with a Kathanode battery, guaranteed for the life of a car, the new battery will whizz Mr. Kool along at 15 miles an hour.

Midget car and midget man have considerable attention value, reasoned BBDO officers, why not let the public watch their antics and so gain publicity for two clients? Mr. Kool and vehicle were thereupon headed south with Miami the first stop. He is pictured on the beach with a pair of friends, who are *not* BBDO clients. Other Winter resorts, fairs, and general gatherings will be visited by Mr. Kool and his Kathanode racer in the interests of sweet publicity.

Come On and Snow

If it didn't snow in New York this week J. O. Lashar, ad. mgr. of American Chain & Cable Co. (formerly American Chain Co.) was a disappointed man. His firm released newspaper ads for Weed tire chains in hopes of a right good spit of snow over Manhattan. The space used is part of a campaign in 75 cities urging mo-

Sales Policies Behind Gar Wood's Rise in Air Conditioning

In 1935, 57% of all homes built in Detroit at a cost of \$7,000 or more were equipped with Gar Wood's "Tempered-Aire" systems. This young company is giving competition a merry race in the area in which it is operating.



NE of the new and coming operators in the automatic heating and air conditioning industry is a comparatively small independent—Gar Wood Industries, Inc. The famous sportsman president, who is rapidly becoming a famous industrialist, entered the air conditioning field in 1928, just in time to meet the decline in the building industry. That may have been fortunate, however, as the dull period was well occupied in developing and perfecting a product that would sell and

"We Make What They Want"

Now, with the revival of the building industry, sales of Gar Wood "Tempered-Aire" systems are soaring almost phenomenally. In fact, it seems safe to estimate that this make is outselling all others in the six cities where the company operates branches, while its dealer sales are also mount-

ing rapidly.

Frank H. Dewey, manager of the Air Conditioning Division, wanted to be cautious. "I'll state the facts this way," he said: "We take the F. W. Dodge reports of new building in our six branch cities and write down that figure as a kind of denominator, then we put down our sales in those cities as the numerator, and from this we figure that we must be equipping about half of all the new homes in those cities that install any make of air conditioning.

Understand that this applies only to new buildings that install some

kind of air conditioning system. We also equip some old buildings, but we concentrate most of our efforts on new ones, for obvious reasons.'

Asked why his company has been able to get so large a slice of this new business, Mr. Dewey stressed the fundamentals of product and service, then added some sound sales ideas.

"We have what the purchasers want," he said. "We were the first to offer a complete, compact unit, fully installed and positively guaranteed to do the complete job. Our system cleans, humidifies, tempers, and circulates the air. It is designed, built, and installed as a complete unit, not as a collection of separately engineered and separately installed parts.

It is guaranteed to maintain a temperature of 72 degrees inside when the temperature outside is ten below zero. Ours is the only such system that is engineered and built complete, from

oil burner to ducts, in one factory. We also make our own installations, hence the entire responsibility is upon us. We can't blame the burner or the furnace or the ducts or anything else if the system proves unsatisfactory; we are responsible for every part of it and we guarantee every part and feature of

Purchasers like that.

"We also guarantee 24-hour service free for a period of one year—and we don't depend on any outside service organization.

As a result of designing, building, and installing the complete system, we are able to offer a product that is inexpensive to buy and economical to operate over a period of years. Owners report that Gar Wood oil heat costs less than coal.

"We employ a high type of salesmen, pay them well, give them good cooperation, and expect results. We send those Dodge reports to each branch manager and require him to report the result in every case; whether he got the business, some competitor got it, or the owner didn't install air conditioning, with reasons for the result, whatever it is.

A Pack of Lions' Shares

"Going after new building as we do, we work closely with builders and architects, because it is usually necessary to sell them, as well as the owner.

Mr. Dewey then had F. E. Ritzenheim, manager of the Detroit branch, explain in detail just how he gets the lion's share of available business in his territory. Perhaps we should say he gets a pack of lions' share. Some

In 1935, 57% of all homes built in Detroit at a cost of \$7,000 or more were equipped with Gar Wood air conditioning. There aren't any exceptions to this—not even homes that didn't install any make of air conditioning.

In one section just two blocks long, 19 new homes were erected and 18 of them were Gar Wood equipped.

In one suburb of Detroit during the first half of 1936, a total of 58 air conditioning systems were sold and 30 of these were Gar Wood. The other 28 were divided among 13 other



*BY*D. G.
BAIRD

The man on the opposite page, smiling quizzically into the camera, is Frank H. Dewey, manager of the Air-Conditioning Division of Gar Wood Industries. At left is Gar Wood himself, standing beside one of his home-heating units. (See page 135 for other photographs of Mr. Wood, and an informal account of his colorful career.)

makes. Lest anyone think that this was because the Gar Wood system is made in Detroit, we might add that so were seven of the competing makes.

This Detroit branch turned in an increase of 57% last year and is piling better than a 50% gain on top of that this year.

How Salesmen Are Picked

"I prefer men who have had some experience in selling, but not in this business," Manager Ritzenheim said. "Of the salesmen we now have, one formerly was a washing machine salesman, another sold screen doors, one was an undertaker, another was a real estate salesman. None had experience in the heating business. I was formerly Detroit manager for a washing machine manufacturer. Perhaps I should add, however, that we all learned the heating business as quickly as possible.

"I won't hire a salesman on sight. This business requires persistence, and I want an applicant to be persistent in seeking the job. I also want an opportunity to study him, of course, and I want him to be sure this is the one job he most desires,

"When we do take on a new salesman, we immediately assign him a protected territory. We have no house sales. We make many, of course, but the commissions go to the salesmen. We pay a new salesman \$25 a week for the first four weeks, plus any sales commissions that originate in his territory.

"He spends considerable time in the

office, familiarizing himself with the product and our sales plans. Then I go right out with him and show him how to sell our product. I had rather do that than try to tell him, although of course I tell him all I can. Thereafter he works on straight commission.

"We insist that our salesmen all earn good money. A man can't do a good job of selling when he is worrying about where the grocery or rent money is coming from. If one of them earns twice as much as I do, I congratulate him and wish him more success.

"We have few sales meetings and no ballyhoo. Meetings are held only when there is something important to present to all the salesmen together. Otherwise, I depend on meeting them individually.

"One of the first things we did after opening this branch was to send a list of builders a couple of tickets to a builder's show. This was surprisingly well accepted, so much so that we gave away about a thousand tickets that cost us 15 cents each. But it won a lot of good will for us, and many of the builders came around to view our exhibit and talk with us.

"There is a builders' picnic here every year and all our salesmen are there, prepared to do their share of entertaining.

"Last year we engaged eight builders to cooperate in erecting a model home for us. Then we let each have the home for one week as a model, and each week we ran a full-page ad featuring these builders, as well as the sellers. That earned much good will.

"Our salesmen spend every Sunday in new, Gar Wood-equipped homes for the purpose of explaining the air conditioning system to the builder's visitors and, of course, getting prospects.

"Once a week we run about a quarter-page ad featuring new, Gar Wood-equipped homes and always listing the name and address of the builder. Or if a builder cares to reverse the order and run his own ad, mentioning Gar Wood prominently, we'll pay half.

"We have about 500 metal lawn signs which we set up in front of such new houses and the builder is always given credit on these signs. The signs are very colorful and they have brought both the builders and us a lot of business.

"When we make an installation, we put up a large, colored poster on the wall, showing construction of the system. This is seen by innumerable visitors and always gains their interest, because they are curious to know how the system works.

Forestalling Dissatisfaction

"In preparing our engineering data to determine the size of plant required, we include many building specifications which influence the air conditioning. These specifications go to the service department and are checked before the installation is made. If we find, as a result, that the specifications were not followed completely, we decline to make the installation of the unit agreed upon. If the fault is then corrected, well and good; if not, we insist that a larger unit, capable of conditioning that house as guaranteed, be installed.

"For example, we may be given to understand that the house is to be insulated with rock wool and we make our calculations accordingly. But when we go to make the installation, we find that rock wool was not used. The service department promptly reports to the sales department and we iron out the misunderstanding before making the installation.

"Over 95% of our sales are of complete systems, including burner, furnace, ducts, coils, and all. Average sales is about \$850. We have a conversion-type burner, but we make little effort to sell it. Where we do sell such a burner, particularly if it is to be installed in an old furnace, we make sure that the existing system heats the house adequately. If it doesn't, just changing to oil may not correct the trouble."

The six branches in which the Gar Wood air conditioning system is being sold are Boston, New York, Philadelphia, Rochester, Minneapolis, and Detroit. The company is also building a dealer organization.

These branches also handle other Gar Wood products, but the sales organizations specialize on one. In the air conditioning department different

salesmen are assigned to work on new buildings and on replacement prospects. Mr. Dewey thinks even the difference between these two closelyrelated fields calls for specialization, hence he requires that the salesmen specialize on one or the other.



Chromium · plated tools glitter, white-clothed workmen move with beautiful deftness as, in a brilliantly lighted and expertly staged setting, Certain-teed puts on a night demonstra-tion. Audiences have included as many as 200,000 people.

Orders Flow, Leads Bloom in Wake of Certain-teed's Rainbow Fleet

Night shows in which a house is re-roofed while the crowd looks on are proving potent sales builders for Certain-teed's jobbers and dealers.

AYLY decked in eye-stop-ping colors, the Rainbow Fleet, Certain-teed Products' good-will motorcade, not only follows the sun because of inclement weather, but tries to be one jump ahead of Old Sol in our roofing dealers' service tour of the nation, says Frederic H. Rahr, director of sales promotion.

Manned by factory experts, this caravan, consisting of two units of six cars in brilliant red and yellow, have travelled more than 300,000 miles to spread Certain-teed's message of quality-shingle roofing. Each unit is equipped with powerful searchlights, a sound truck and public address system. Cooperating with local dealers, contractors and applicators, they are making an intensive canvass of home owners, explaining the best method of re-roofing and giving free estimates.

In advance of the fleet go F. E. Cline and C. J. Pastor, two of Mr. Rahr's best barnstormers. Arriving in town, arrangements are made with one of Certain-teed's 10,000 dealers and jobbers. A tie-up is negotiated with the local Better Housing Com-

mittee. A flying trip to the Chamber of Commerce secures them a motorcycle escort for the approaching car parade. When all necessary fanfare is completed, the signal is given. With screaming police sirens hailing



The Rainbow fleet, lined up for the start of a new tour.

their arrival, the Rainbow Fleet blares into town carrying signs of the dealer. A welcoming reception with the mayor greeting the crew at City Hall is part of the ceremony. During the day, cooperative newspaper ads inserted by the dealer appear, proclaiming "The Fleet Is In!"

Mr. and Mrs. Citizen are heartily invited to witness that night a roof being applied under glaring spot-"Come on over," coaxes the ad, "consult an expert to solve your

roofing problems.'

"Certain-teed's spectacular entrance causes so much public interest in roofing that over 200 thousand people often crowd these night demonstrations," estimates Mr. Rahr.
"In most instances, talks by the
mayor and the Federal Housing representative are among the evening's highlights. A battery of synthetic daylight is trained on the dwelling to be roofed. White-overalled workmen using chromium-plated tools for visibility set to work applying Certain-teed asphalt shingles. Trained build-ing material experts circulate through the crowd passing out information. Advice is given on re-modeling and repairing, new house construction and the refinancing of such work.

Seeing Is Believing, and Buying

"Our dealers and jobbers, in every community visited, have this to say of the fleet, 'It creates business and employment, and helps us to secure on an average of 50% cash roofing jobs alone. It also paves the way for future sales.'

'We have established relations with our local dealers on a mentalpartnership basis. Our national ex-perience is at their command. No longer is the jerryman type of roofer wanted. The old idea of one man arriving in a nondescript car no longer fits in with our modern-day trend. Visual appeal, we find, is the only way to carry our message to consumers. We reduce sales costs by making the goods sell themselves."

Mr. Rahr's flair for color is also expressed in Certain-teed's shingles. Joining this world's largest roll roofing concern in 1933, he converted other officers to the view that shingles are a major industry, instead of an accommodation item.

The disorganized use of color was then prevalent. As a result, Certainteed actively went into the color styling of shingles.

This formula of attracting the public, at their leisure, with night shows and color," says Mr. Rahr, "is paying sizable dividends in good will and sales."

Point-of-Sale Displays: More Tested Ways of Increasing Them

TELL, Tom, you certainly made a fine presentation to that dealer. Tough wasn't it-that you didn't land his order?" Tom has an interesting and order-getting combination of sales arguments that is productive of a highly satisfactory ratio of orders to calls. Occasionally though, and in some of the best outlets, it refuses to jell. He has completed the major circuit of consumer acceptances, current publicity and window and counter tie-ups. He has stressed the salability of his line, newly-styled, and hooked it up with the seasonal buying trend. Yet the dealer does not spark and the order never materializes.

Our friend, Tom, has simply forgotten all about his electro and mat service, or worse, used it at the wrong time. He probably, if at all, brings this factor into the sales-equation right after he has covered the advertising program, and at a time when his prospect has not yet begun to visualize his own possibilities. The presentation suddenly hits a snag and quickly bogs down when the dealer asks: "Do you people pay for the space?"

Wrong Timing—Lost Sale

What else can the retailer say? The electros or mats were presented right with the "million dollar" advertising campaign. When a factory spends that kind of money, surely there can be no objection to paying for a couple of small ads, particularly when they will bolster up the otherwise scant coverage in that section of the national set-up.

An excellent sales idea thus proves a boomerang when the salesman is forced to admit that his concern does not buy the space. Rarely can anything be salvaged out of the wreck and further sales effort makes for small progress toward landing an order.

Used in the proper setting, however, dealer tie-up advertising can be likened to the diamond-clasp that makes a necklace out of a string of pearls. But keep this idea under cover until you have brought the dealer and his store into the picture with your window or counter display. If he is alive to your story, you have probably gotten him to the point of wondering how he can turn this consumer tide his way. He is ready for the tie-up.

Tips on: Handling the dealer who balks at paying for his own local advertising; getting proper followup by jobbers' salesmen; aiding the jobber with difficult accounts; giving retail salespeople ammunition; persuading the dealer to pay half the cost of expensive display fixtures.

The fourth of a series of articles

BY W. C. DORR

Missionary Salesman, The Ingersoll-Waterbury Co.

It doesn't take very long to point out the advantages of prepared copy, cuts that accurately represent your merchandise and the all-important fact that his advertising dollar will produce a greater return. You have definitely brought the dealer and his business into the circuit and the circuit is now complete.

Winning Jobbers' Cooperation

At times—and particularly in the small town—the factory man and the space salesman on the local paper can team up with mutual benefit. The latter's almost daily contact with the dealer and knowledge of his publicity program and his personal friendship often provide an excellent entree for the manufacturer's representative. Too, he will gladly help to set up, on schedule, the window and counter displays that identify the store with the promotion.

Let us now consider another phase of the missionary salesman's effort—to spread and develop the sale of his line to and through the dealer. One of the five functions of a point-of-sale display is to act as a reminder to the jobbing salesmen who carry your line. Just remember that if these men are not sold on your line or if they do not know how to sell it, your own efforts will be largely wasted. It is the active follow-up by the whole-salers' men that makes missionary effort successful, profitable and cumulative in its effect.

The usual educational method is to address their sales meetings, generally in company with a number of other factory salesmen. Time is limited and sales facts presented generally don't remain long with these men, handling thousands of items and unable to devote much selling time to any particular one. Here is an idea that has helped register a line with the jobbing salesmen:

Reduce your presentation to a terse ten-point written analysis of the major parts, and after developing each idea in your talk to the meeting, ask that the list be preserved as a catalog page. Jobbing men just want a few salient facts about each line. These can easily be developed into a suitable short sales talk, sufficient to follow up your own efforts.

Handling "Jonah" Accounts

Much time and sales energy have been lost when a missionary man works for a long period of time with a jobbing salesman. True, the latter provides a better contact with the dealer, but he also makes fewer calls. And the net gain to you soon becomes negligible. Here is the better way:

Ask each jobbing salesman to turn over to you such outlets in which he can make no progress, dealers who refuse to restock because of some grief connected with the live and larger stores, where your specialized knowledge of the line will be productive of a greater dollar volume. But don't let them hand you a lot of names of their supposed pet accounts. Too often they do not "own" these dealers, as they believe, and they pass the leads along in the hope that you will achieve with one line what they, with their many items, cannot accomplish with any great success. Rather let them prepare the way for your entrance into the picture by asking the dealer if he

will allow the direct salesman to handle this particular account. With such an opening, any factory man can do a worth-while job.

It is team work like this that makes for the greatest efficiency of effort. It will be reflected not only in your own sales, since active jobbing cooperation keeps your line alive between trips, but also in the direct business with the jobber.

All this activity, however, is predicated upon your own work in the field, your ability to keep your displays actively on the firing-line, in established accounts; your unceasing efforts to revive stagnant dealers and the constant seeding in of new stores to provide replacement of lost accounts and ad-

ditional dollar volume. Many salesmen do a really fine job in the education of chain-store salesclerks. Since they are not permitted to write orders for the individual stores, some manufacturers allow their men to take memo-orders, representing such items as the manager requisitions from his own warehouse. This selling effort acts as a stimulant to the store, keeps the line in stock when it otherwise might be forgotten, and permits the use of such display work as is allowed by the retail organization.

Training Retail Sales People

But a salesman's big job is the cultivation and education in consumer sales arguments of the clerks who sell his line over the chain counter. These people are very receptive to new ideas and, unlike the independent dealer, are not burdened with the usual worries of running a store. They, too, are being pushed for dollar volume and welcome such information as will make more and bigger sales.

Restrict what you give them to two groups of ideas: The first to get the maximum dollar volume on the leaders, the other to such information as will help them in trading up the consumer to a bigger sale. Their appreciation of this help is sincere and they will frankly tell you of sales lost because they did not have an intelligent

answer for their customer.

Such interest by you in their work will be reflected in their active cooperation in your display activities. Your fixtures will get up and stay up and, where counter positions are not definitely established by headquarters, you will find little difficulty in getting your line in the front row.

As a general rule, it's the selling idea behind the display rather than the fixture itself that arouses the merchant's interest in your proposition. In established outlets, however, the re-

Say "Yes" -or Say "No" -**But Say Something!**

In this issue we present "Spotlight," a new picture-section feature which w hope Sales Management's readers will

The editors believe that the most interesting and vital side of marketing is the esting and vital side of marketing is the human side—the people who have the originality, the initiative, the executive ability, and the energy to turn marketing theory into profits for stockholders. In "Spotlight" we shall therefore present personalities you know or would like to know—people who have contributed constituting constructive to selling. It may something constructive to selling. It may be a big contribution or a small contribution, but in any case, it is a significant

contribution.

After you've seen "Spotlight" in this issue, won't you dictate or scrawl a short letter telling us if you want it to be

THE EDITORS.

tailer often takes this promotional activity for granted, since time and again he has heard you or someone else before you enlarge upon the marvelous profit-making business that is being created for him. To continue that theme is but to invite a crisp-"Fine, plenty of stock on hand, send in your display." And you may even get this for sales resistance to overcome: "We don't need to display your line. It is so well-known our customers ask for it." But just try asking him for an order and see how far you get.

In a situation like this, try for dealer interest in your line by developing the attention-getting features of the display itself. Get him to visualize how to make his windows and counters real crowd-stoppers. Point out how this consumer attention is then transferred to a desire to buy through the sales message or motivating suggestion on the display. You have now reached the point when you can get back from your display to selling the dealer your line and the transfer of interest will be made unnoticed and without comment.

Here are a few display ideas that are used in this connection. Your set-up is based on one or more of them:

- 1. Unusual art work, i.e., reproduction of a painting by a well-known
- 2. Special mechanical features, such as light and motion.

3. Current news value.

- 4. Humor and human interest.
- 5. Consumer actuated devices.
- 6. Unusual shape or material used in its construction.

Develop these ideas along consumer interest lines until you feel that your customer is ripe for the change-over. And with this accomplished you'll find your order pretty close.

Again, you may be working with

displays that are designed to aid the dealer in the conduct of his business. Many of these, such as ash-receivers, change-trays, calendars, etc., are free to him and generally present no difficulty. The line of attack here lies in the presentation of the fixture as an ideal point-of-sales display. The consumer, using such devices, sets up in his mind a better picture of your merchandise, and one that probably will stay longer with him, because he makes a closer visual contact. Your dealer will agree heartily with this idea and, in so doing, has presented to you the wellknown but hard-to-recognize psychological buying moment.

It is when we get into the higher brackets that we meet with a real determined resistance. Working with such items as expensive showcases, electric clocks, neon-signs, general service stands, not identified by your outfits, we must solve the problem of getting the dealer to stand part of the

Sounds like a pretty tough job, doesn't it? But just look around the territory a bit and see how many of these displays are being used and-of far greater importance to your business and you-ask a few dealers how long they have been on the job. You'll agree, then, it's an objective worth striving for and you won't have to make the fight alone, either. For displays in this class have intrinsic worth, replace actual equipment that the merchant would ordinarily buy and his investment is substantially lower.

Handling the 50-50 Deal

Neon signs run about half cost to the dealer. They advertise a particular brand, yet they function exactly as a general display in attention-getting value. Time and again the dealer sells another item on the strength of line that caused the customer to enter the store. Electric clocks have been installed, to provide ideal window and store reminder advertising at but a fraction of the cost of the clocks that retailers buy to advertise their own business. And so it goes with similar

In putting this display idea across, the approach is the crux of the sale. To ask a dealer to pay even a small part of the cost invites: "Do you think I'm going to pay to advertise your line? I pay rent for this place. You ought to pay me to use your signs." When he hurls this bombshell at you, duck, Brother, as gracefully as you can and try to salvage some part of the sale with another one of your propositions.

Instead, before showing your deal, (Continued on page 179)





Packagers: E. W. Ward, left, who a year ago relinquished his post of district manager of Celluloid Corp.'s Chicago office to assume that of director of sales of the packaging division, is promoted to the newly created job of asst. gen. s.m. He has been with Celluloid since 1921. D. S. Hopping, right, succeeds him as head of the package sales.



Doubles Duties: (Left)
Johns-Manville recently elevated H. M. Shackelford,
vice-president of the J-M
Sales Corp. He will retain,
however, his three-year-old
job as sales promotion manager.

Auto Veteran:
(Right) Edward F.
Coogan, promoted from assistant to s.m. of the Autocar motor truck factor, at Ardmore, Pa., has been in the motor industry, man and boy, since 1905. His first job was with a car plant in his home town. Springfield, Mass. He join ed Autocar in 1924 and rose from branch managerships to his present post.



Bachrach





Lighthouse: Arthur Brammer designed this filling station for Direct Oil Service Co., Minneapolis. Constructed entirely of glass blocks, from Owens-Illinois Glass Co., the translucent building is a pillar of fire by night. It glows with a cheerful red all over, with the ilumination costing only 11 cents an hour. Other colors are, of course, easily obtained. A different hue each night would convert the station into an arresting advertisement as well as an auto "restaurant."

News Reel



Windmill: Van de Kamp's Holland Dutch Bakers, Inc., Los Angeles, retail bakers, are proud of their latest truck. Four sails on the windmill are connected with illuminating mechanism and they actually whirl in the breeze as the truck rolls along. Crown Body Corp., Los Angeles, is responsible for the body; the cab is by Autocar.

Goliath: "Toots," a trained cow, turned on the lights of Hiram Walker's sign, largest in the world, with her horns. It stands along the route of Chicago's new outer drive. Weight of sign 225 tons; 8,822 lamps; four miles of wiring; 250 feet in length, give an idea of its size. The "C" in Canadian Club alone is 33 feet high.

Promoter: (Right) Robert S. Rennicks is appointed sales promotion manager of Harvey-Whipple, Inc., Springfield, Mass. For the past five years he has been distributor for Master Kraft oil heating equipment in Westchester County, N. Y.





William McCreary . . . found in Western Union an ubiquitous time-clock.

Bill McCreary Finds a Way to Cut Down Wasted Hours for His Chicago Salesmen

Instead of making the long journey to Chicago headquarters every morning, First National Brands, Inc., salesmen check in for duty at the nearest Western Union office.

ILL McCREARY was just a young fellow peddling oil back in 1927. But something worried him. All the time he was thinking about things, seeing wagons of those who might become customers on the street, driving past new places being opened up, getting ideas that might mean sales-and money-but he couldn't take notes driving in traffic.

Bill was a short-wave radio fan and somewhat adept at the Continental code. Ah, an idea! Bill fixed up a telegrapher's key in his car and every time he thought of something he'd tap it out on the key. A ribbon of paper ran through the key and at the end of the day Bill had a running story of his day in dots and dashes.

At home, nights, he'd decipher them, make entries, records, etc., and use them for sales fuel. His sales went up, about 20%. He won nearly all the salesmen's contests the company offered. He was going good. Then one day Sales Management tumbled onto the story. (November 12, 1927, issue.)

A big oil man somewhere read that story and offered Bill \$500 a month to work for him. "That looked like all the money in the world, in those days," says William C. McCreary. "But, somehow, that story, and the offer, set me to thinking. It worked up my ego a bit. I said to myself: 'If I'm that good I ought to get into business for myself.' I didn't take the job, I went into business."

Go on from there-

A newshawk for SM was tipped off the other day that Mr. William C. McCreary, president of the Oil Jobbers Refining Co., president of First National Brands, Inc., and treasurer of Standard Hydrocarbons, Inc., of Chicago, had a story worth getting. It was alleged that he had thought up a slick stunt for salesman control that was working out nicely; a way to get them out of the hay of mornings;

> B YLESTER COLBY

heads off the pillows; that he was doing it by remote control.

The headline hunter moved into the jobbing sector of the Great City and found Mr. McCreary.
"Why, yes," he said. "We use a

crew of salesmen scattered over Chi-

Some Sidelights on Bill McCreary

As an enthusiastic disciple of Prof. Irving Fisher, renowned Yale economist, McCreary's hobby

During the depression, with money growing hourly more difficult to obtain, he devised and put to practical use an "emergency currency" which permitted Chicago's merchants to do many mil-lions of dollars of additional business.

He confesses never outgrowing a boyhood desire to be both capa boyhood desire to be both captain and engineer of an oceangoing tug. When in New York, he confides an impelling urge to
visit the water-front, there to
watch wistfully the maneuvering
of the tug-boats as they dock a
great liner.

Most of all, McCreary likes
people — enjoys learning their
views on everything from ants to

views on everything from ants to Zoroaster. His ambition: To modernize motor oil distribution.

cago and have them punch a time clock when they go into their territories every morning and when they knock off at night. It's all very simple.

"But your time clocks? How?"
"Easy enough," he replied. "In every Western Union office there is a time clock. When copy for messages is received, and when incoming messages are received, the employes of the company stick them into the clock, slam the knob on the head, and stamp

the date and time. A few months ago I arranged with Western Union to have our salesmen drop in and stamp their cards. The cards are merely U. S. post cards, obtainable from the government at one cent each. Once each week the salesmen come in for a conference. That's on Saturdays. We hand each one of them a week's supply of cards—cost 5 cents-already addressed to the main office.

"There's a place on the card marked IN and another OUT. When a man's day is done, and the card stamped, he drops it into a mail box and we have it next morning.

"Every Western Union clock is coded. The stamp identifies the office. The man is instructed where and at what office he is to check in at and where to check out.

If Population Were Circulation China Would Be First On The List!

Ind would be second and the United States a poor fourth.

The United States is first simply because it has the price as well as the people.

China is first in numbers, but the United States is first in figures...and we just want you to know that that distinction is not lost on the newspaper group that is first in both.

In the matter of circulation the Metropolitan Group is in the position of China...it leads the world.

In the matter of buying power the Metropolitan Group is in the position of the United States...it still leads the world.

It is the unique custodian of both Census and Cash Totals! Its circulation breakdown is a magnificent mosaic of market-basket areas ... even though its circulation figures are Chinese!

The Twenty-State area of the North-eastern section of the country embraces 60% of the population and 67% of all retail sales... and concentrated in this area is the all-embracing circulation of the Metropolitan Group.

Actually, out of a total Sunday Newspaper circulation of 28,000,000 for 48 States, the Metropolitan Group delivers from 6,500,000 to 8,000,000* in 20 States that do twice as much business as the other 28 States!

In other words, this is what the world's greatest Sunday Newspaper Group does for your product:

It first gives you the POPULATION DENSITY of the world's richest markets. It then gives you the COVERAGE INTENSITY of the world's greatest circulation. Both needs are vital and both needs are met by the Metropolitan Group.

Metropolitan

Baltimore SUN • Boston GLOBE • Buffalo TIMES • Philadelphia INQUIRER Chicago TRIBUNE • Detroit NEWS • New York NEWS • Pittsburgh PRESS Cleveland PLAIN DEALER • St. Louis GLOBE-DEMOCRAT • Washington STAR

Gravure
Comics
Color

weekly

* with additional or alternate papers

Additional or alternate papers
Boston HERALD • Buffalo COURIER-EXPRESS
Detroit FREE PRESS • New York HERALD TRIBUNE
St. Louis POST-DISPATCH • Washington POST

THE LARGEST CIRCULATION IN THE WORLD-FROM 6 1/2 TO MORE THAN 8 MILLION FAMILIES*



When First National Brands, Inc., supplies a garage or service station there is variety. The customer is told, "We encourage you to select the oil-brand of your preference." It's no longer, "We've got this. Take it and like it." This picture shows a typical stock of the brands supplied by First National Brands.

"Chicago is a pretty big town and traffic is thick. To have every man report at the main office every morning would be very costly in time used and gasoline consumed. Under this plan a man can check in right in his territory and go to work at once.

"We can send a 50-word night letter by wire to any man we have, to be delivered when he calls to check in, for 20 cents. That's less than twice the cost of a special delivery letter and has all the psychological effect of a telegram.

"Too, it is quicker and easier than writing full addresses. All the address we need, for example, is:

"John Mayer, will call, RA office."

Can Always Reach Any Man

"RA is the code number for the Western Union office at which Mayer checks in. We can wire him any time of the day knowing full well that he wil! pick up the telegram when he checks out at night. Often something comes up that means a sale in some territory. We may not know where to catch the salesman. We wire him and that night he is sure to get his instructions.

"Recently our advertising agency informed me that a meeting of the men was imperative on Monday. The word came late Saturday. All the men had gone. It would have taken a lot of time to have rounded them all up on a weekend. We might have been able to get them at their homes, by phone, or could have sent special delivery letters, but there was no guarantee we could catch them all anywhere.

"We wired them all Sunday night and not a man was missing at the meeting. The thing works.

"If a man's cards show that he has checked in late for a number of mornings, and has checked out early, we know that his mind is not on his work. The next time he comes into the office we lay down the cards, look him in the eye and ask, 'How come?'

"It used to be that a man, occasionally, would get a few orders ahead and would lay off for a day or two. He might stay out of his entire territory for a couple of days at a time. If an order or two came through in the mail we had no way of checking him. We know now that he's got to be in his territory twice every day—once in the morning and once at night

Men "Can't Beat the System"

"We had a salesman, a good salesman, too, who used to go on benders. Customers would tell us that he vanished periodically. When we put the cards to work we had that stopped.

"Another man who lived miles from his territory thought up a bright idea. He would lay a piece of paper across his card so that it would check in his time but wouldn't show the W. U. station identification. We saved up these cards and when he came in told him:

"'Cut out checking in at a station near your home. Get into the territory.' He looked surprised but had nothing to say when we showed him the cards and told him we knew how and why it was done.

"When we put the plan into effect we thought the men might be resentful, but when we explained that the idea was to save time and gasoline and help them make more money they readily accepted it.

"Frankly, I don't think there's a salesman in the world—and I speak from memories of my own days—who won't get into the field a bit earlier, work a little more steadily and

stay on the job more consistently and longer if he felt that the main office had some check on him.

"I think any salesman in the world will agree with me and that most of them will welcome some degree of control. It gets them started in the morning and, in the end, is always to their own advantage. I know our men like it.

"The only thing that surprises me is that nobody seems to have thought of it before. It's that simple."

First National Brands, Inc., which put the Western Union time clock idea into effect, was born of an evolution in the oil business. It had always seemed to be the belief of service station operators that they should carry some one brand of lubricating oil.

The bigger oil refiners fostered the idea. During the years when lubricating oil was carried in bulk and delivered out of a "highboy" or drum, sufficient room for carrying a variety of brands was difficult to obtain. Carrying even a single brand of oil required several drums for the various grades.

Pioneer Oil Jobber

With the introduction of selling oils in cans, sealed, to prevent substitution and tampering, stocking a variety of brands became very simple except for one thing—there were no jobbers in the oil trade comparable to the wholesale houses in the food or drug fields. Mr. McCreary decided to supply that want and pioneer the field.

Today he stands ready to deliver any one of a large number of the best known advertised brands. He will deliver one case with a dozen brands, or a dozen cases of one brand. His customers are operators of independent service stations, garages, and auto

"When a customer drives into a service station," he says, "why shouldn't he be able to name his brand and get it? I think the day is coming when service stations and garages will stock all of the best advertised brands. It will revolutionize the oil business and why not?"

(Odd how far our little candle t. i. b.).

Studebaker Contest Opens

Studebaker Corp. is conducting a "best letter" contest among its used car purchasers. To the person who buys a Studebaker Pledge-backed used car between January 1 and March 31 and writes the best 50 words giving reason for his purchase, the company will award a cash prize of \$1,000. Some 451 additional prizes, ranging from \$500 to \$10, are offered also for varying degrees of letter-writing merit. Paul B. Hoffman, president, Studebaker Corp., and his staff will be contest judges.

White-face calves grace the feed lots of thousands of farmers of Oklahoma and North Texas during the winter. They provide an excellent source of off-season income.





The C. R. Anthony Company opened its store in Holdenville, Oklahoma, in 1927. The year just passed was the best in sales volume in its nine-year history.





Fall tractor business was brisk for the Sanders Hardware Company, Checotah, Oklahoma. Seven Deere tractors were delivered in November and December. 22 tractors were sold during 1936 in what has been known as a non-tractor territory.



Fifty cars in fifty days is quite a record in a town of 7,268 population. But that is the way the Wewoka Motor Company, Wewoka, Oklahoma, Packard, Chrysler and Plymouth dealers, wound up 1936 . . . their best year since 1931.

THE FARMER-STOCKMAN

OKLAHOMA CITY, OKLAHOMA
Now more than 225,000 circulation—Covers Oklahoma and North Texas

The sales activity so apparent throughout the Oklahoma-North Texas farm area bids fair to be continued with added fervor in 1937. Wheat acreage for 1937 harvest, the largest on record, is up 12% from the previous year and was planted under the most favorable conditions in the past ten years. Millions of dollars in soil conservation payments will be released to farmers during the Spring months. All of which gives added reason for going after business hard in this section in 1937 ... which means, of course, the addition of The Farmer-Stockman, with its more than 225,000 circulation, to your Spring and Summer list.

Makers of cosmetics need first to sell men on the fact that good grooming is no less important in business than in social life. The man who shuns aftershave talcum in the daytime, for example, would use it if he thought it would add to, not endanger, his reputation as a "regular guy."

Survey discloses growing but still limited market— Men would use more cosmetics, especially scented ones, if advertisers proved they weren't effeminate

URING 1936 there was a tremendous increase in the amount of toilet goods advertising directed to men. The male of the species is now being wooed by makers of not only shaving creams and talcs, but perfumes, bath salts, deodorants, pomades, toilet waters, hand lotions and numerous other things designed, no doubt, to make the average man think that he, too, may evoke the breathless sighs created by the Clark Gables and Robert Taylors,

In a current issue of a man's magazine are such houses as these which have peen better known to women: Coty, Houbigant, Pinaud, Lentheric, Bourjois and Charbert. They direct their advertisements to the male, their products for his special use. Numerous others advertise their perfumes to him but suggest them as a gift to "her."

Will He-Men Ever Be A Good Market for Scented Cosmetics?

This is the 39th of a series of unusual consumer and market surveys conducted for Sales Management by the Market Research Corporation of America under the direction of Percival White and Pauline Arnold.



Photos by F. S. Hirsh

Perhaps the latter houses will be neither disappointed nor unduly surprised if some male readers buy the products for their own use. This "over-the-shoulder" advertising is reminiscent of the days not so long ago when cigarette companies wanted to get the idea over that women smoked, and would like *their* cigarettes, but were timid about coming out flatly and saying so.

Last year the magazines of the country increased their total revenues by slightly more than 19% over the previous year, but their gain in hairdressing items for men was 43%. One man's magazine carried in 1935 a total of \$30,900 worth of space devoted to hairdressing, lotions, perfumes and shaving and after-shaving materials; in 1936 the total shot up to \$165,909—a gain of 437%.

What men's toilet preparations are now most popular — and what is the

attitude of the average white-collared male toward them, especially the scented varieties?

The Market Research Corporation of America, for their 39th SALES MANAGEMENT survey, set out to find the answer in New York. Two hundred interviews were made in the Wall Street district, about Radio City and Upper Fifth Avenue, and in the uptown clothing district. The sample is admittedly too small to be conclusive in details, but we believe that it is large enough to indicate the broad trend.

By age the majority (71%) of respondents were in the group between 30 and 50; and in economic status two-thirds were in the middle class group, 14% in the wealthy class, and 20% below middle class.

Those interviewed were first asked, "What was the brand you last bought of ——" (and then followed aftershaving lotions, after-shaving talcs, eau de cologne or toilet waters, hair tonics and hair pomades); of each of these products they bought they were asked whether it was scented — strongly, slightly, or not at all.

The survey shows that the untapped market for most preparations is large. Half of the men did not use either an after-shaving talc or a lotion or a hair tonic; less than two out of ten used a hair pomade, and less than one out of ten admitted the use of toilet waters.

These figures are admittedly rough. In the first place, they are based on a small sample. Secondly, there is quite possibly a tendency on the part of the average male to consider "beautifying" preparations as a secret vice. He may use them, but be unwilling to admit it, just as he wouldn't want to advertise that he had false teeth, a toupee, fallen arches, or an anti-fat girdle.

But although we may discount the actual figures as presented in the following paragraphs, there are several facts which stand out clearly:

(1) The market for male cosmetics

National Ma lumber (

'N 1936, as in previous years, more families bought and more people read each and every issue of The American Weekly than any other publication in the world. This fact alone makes The American Weekly National Magazine No. 1 . . . an impressive tribute to the genius of an editor who knows "What Interests People and Why.'

For behind this circulation supremacy is an infallible formula . . . a balanced editorial menu that grips the interest and sways the emotions of men and women in all walks of life. Dealing primarily in the actualities of life, people and places, The American Weekly is vital and colorful . . . brilliant and accurate.

The American Weekly's six months statement to the Audit Bureau of Circulations for the period ended March 31, 1936 showed the largest average net paid circulation for any similar period in its history . . . impressive evidence of its irresistible editorial appeal. And for the six months ended September 30, the figures show the largest average circulation for any corresponding September period.

Greatest Year in Linage and Revenue

Here's how American business demonstrated its continued recognition of this vast and responsive readership:

-in 1936 . . . each and every month . . . The American Weekly increased its volume of advertising linage and revenue over the same month of the preceding year.

-in 1936 . . . The American Weekly published the largest issue in volume of advertising linage and revenue in its history . . . the issue of June 7.

-in 1936 . . . The American Weekly again broke the record ... topping the June 7 issue with its issue of November 15. -in 1936... the month of November was the largest in volume of advertising linage and revenue of any previous month in the history of The American Weekly.

AND 1936 was the greatest year in The American Weekly's 40-year history-in volume of advertising linage, revenue and circulation.

Linage was up 37.2% ... an increase of 282,432 lines ... and revenue correspondingly increased. Other publications gained, but no other leading national magazine even approached this record.

128 More Color Pages

In one classification after another . . . representing consumer merchandise of all descriptions . . . The American Weekly reports substantial gains where linage was already impressive. For example . . . automobile and automobile accessory linage was up 71% . . . food and food beverage linage up 36.9% . . . drug store products up 16.8% . . . and

Look at the record and find that color pages :.. the most impressive and resultful units in the field of advertising . . . increased from 208 in 1935 to 336 in 1936.

Alert advertisers recognize the significance of the fact that the trend to The American Weekly becomes more and more pronounced . . . month after month . . . year after year. Illuminating data bearing on this subject as applied to the entire national magazine field will be shown upon request. Please ask for it.

Where this Magazine goes

The American Weekly is the largest magazine in the world. It is distributed through the 17 great Hearst Sunday newspapers. In 627 of America's 995 towns and cities of 10,000 population and over, The American Weekly concentrates 67% of its circulation.

In each of 174 cities, it reaches better than one out of every two families

In 144 more cities, 40 to 50% of the families In an additional 134 cities, 30 to 40% In another 175 cities, 20 to 30%

and, in addition, more than 2,000,000 families in thousands of other communities, large and small, regularly buy and read The American Weekly.



"The National Magazine with Local Influence"

Main Office: 959 Eighth Avenue, New York City

Branch Offices: Palmolive Bldg., Chicago . . . 5 Winthrop Square, Boston . . . Arcade Bldg., St. Louis . . . Edison Bldg., Los Angeles Monadnock Bldg., San Francisco . . General Motors Bldg., Detroit . . . Hanna Bldg., Cleveland . . . 101 Marietta St., Atlanta

A dozen years

								-			
. 19	25 .	. 19	26 .	. 19	27 .	. 19	928 .	. 19	929 .	. 19	930 .
Times 2	8,200,444	Times 2	29,788,828	Times 2	29,710,606	Times	30,641,930	Times	32,378,135	Times	26,624,102
M.World 1	7,237,062	H. Trib.	18,785,853	H. Trib.	19,133,684	H. Trib.	19,639,113	H. Trib.	21,011,146	H. Trib.	17,524,038
Eagle 1	6,718,464	Eagle	17,899,284	Eagle	17,282,915	Eagle	18,587,485	Sun	18,156,668	Sun	15,896,856
H. Trib. 1	6,525,824	M.World	17,658,831	Sun	16,525,102	Sun	16,610,055	Eagle	17,907,985	Eagle	15,877,551
Journal 1	5,057,218	Sun	16,245,237	M.World	15,488,876	M.World	14,139,141	Journal	14,545,021	Journal	13,366,656
Sun 1	4,705,916	Journal :	14,758,009	Journal	14,001,546	Journal	14,035,385	M.World	13,650,242	NEWS	13,209,975
Amer. 1	4,183,094	Amer.	13,112,851	Amer.	12,680,116	Amer.	12,401,954	NEWS	12,314,661	Amer.	10,794,477
E. World	8,921,428	E. World	9,842,432	E. World	9,891,749	NEWS	10,432,709	Amer.	12,312,864	M.World	10,627,224
NEWS	6,832,472	NEWS	7,881,770	NEWS	9,311,191	E. World	9,940,209	E. World	10,279,839	E. World	9,345,790
Telegram	6,655,486	Bk. Tms.	6,982,716	Bk. Tms.	6,087,186	Telegran	n 5,805,083	Post	6,193,460	Telegran	m 5,830,406
St. Union	6,365,280	Telegram	5,803,533	Telegram	6,063,903	Bk. Tms.	. 5,565,738	Telegran	m 5,938,826	Bk. Tms	5,209,529
Bk. Tms.	5,255,662	St. Union	5,611,732	Post	5,505,890	Post	5,551,377	Bk. Tms	s. 5,634,580	Post	4,655,837
Post	5,059,968	Post	5,181,281	St. Union	5,460,790	St. Union	n 4,955,951	St. Unio	n 4,722,010	St. Unio	n 3,385,871
Mirror	3,926,302	Mirror	3,699,719	Graphic	3,287,544	Graphic	3,056,829	Graphic	3,960,618	Graphic	3,334,327
Graphic	2,186,676	Graphic	3,699,155	Mirror	3,138,857	Mirror	2,013,017	Mirror	2,617,984	Mirror	2,644,755

ranking score

Fifth in TOTAL LINAGE in the U.S.

First in the U. S. in TOTAL DISPLAY, in RETAIL, and in DEPARTMENT STORES

Second in TOTAL LINAGE in New York

First in New York in TOTAL DISPLAY, in RETAIL, in DEPARTMENT STORES, and in FURNITURE and HOUSEHOLD

Second in New York in GRAVURE

Second in New York in COLORGRAVURE

Second in New York in Comics linage

THE DEWS

of New York linage history!

. 1	931 .	. 1	932 .	. 1	933 .	. 1	934 .	. 1	935 .	. 19	36 .
Times	24,405,376	Times	18,126,997	Times	17,299,293	Times	18,378,352	Times	19,420,969	Times	21,755,814
H. Trib.	16,352,736	Eagle	13,364,122	NEWS	13,914,704	NEWS	15,850,879	NEWS	17,817,490	NEWS	19,838,944
Sun	15,495,357	NEWS	13,279,947	Eagle	13,785,491	Eagle	15,087,205	Eagle ·	13,396,987	H. Trib.	15,125,353
Eagle	15,174,032	Sun	13,165,927	Sun	11,978,003	H. Trib.	12,695,996	H. Trib.	13,224,204	Sun	13,303,727
NEWS	15,135,308	H. Trib.	11,863,946	WTel.	11,323,761	Sun	12,253,852	Sun	12,262,028	Eagle	13,050,498
Amer.	13,803,734	Amer.	11,701,013	H. Trib.	11,203,082	WTel.	12,083,672	WTel.	11,968,446	WTel.	12,455,845
Journal	13,489,336	WTel.	11,598,449	Amer.	10,735,077	Amer.	11,605,586	Amer.	11,219,301	Amer.	11,537,345
WTel.	12,989,265	Journal	9,697,524	Journal	8,147,719	Journal	8,605,815	Journal	7,987,527	Journal	8,080,414
Bk. Tms	s. 6,159,799	Times U.	. 5,440,351	Times U	. 4,466,837	Times U	. 4,710,933	Times U	4,826,123	Post	5,948,102
Post	3,834,591	Mirror	2,928,080	Post	2,526,301	Mirror	3,373,754	Mirror	4,172,621	Times U	5,048,865
Mirror	3,203,341	Post	2,834,155	Mirror	2,386,980	Post	2,617,474	Post	4,033,833	Mirror	4,536,135
St. Unio	n 3,054,782	Graphic	1,174,126								
Graphic	2,770,191	St. Union	n 484,589								

SOURCE: Media Records for 1928-1936; New York Evening Post for 1925-1927.

York News in 1936...than in any other newspaper in America!

and why not?... when the money bought the largest circulation in America... concentrated in the best market in America... at the lowest milline cost among American newspapers!

can you spend your advertising appropriation to any better advantage in 1937 than in New York...in The News?

JANUARY 15, 1937

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is even now important, and sales figures of producers (not shown herewith) point to ever-increasing sales.

(2) But the number of non-users greatly outnumbers the users — presenting both opportunity and problems to marketers.

(3) Many more men would use cosmetics if they were provided with a good excuse. The problem here is similar to attitude reactions which cigarette and liquor companies have had to face. The most frequently encountered objection to cosmetics is that they are effeminate. Here is an opportunity for advertising. If makers can get over that hurdle, if they can make the average male believe that he can use scented preparations and still be considered a he-man, their sales will grow to tremendous heights.

After-Shaving Lotions

In answer to the "last bought" question the replies showed these brands:

Williams' Aqua Velva	23%
Witch Hazel (brand unspecified)	8%
Mennen	6%
Pinaud	4%
Colgate	3%
Coty	2%
Palmolive	2%
Yardley	1%
Frostilla	1%
Italian Balm	
Scattered	2%
None Bought	47%

On the degree of scent reported, Aqua Velva users were divided as follows: 24% considered it strongly scented and 61% slightly. Only Pinaud's, among the brands, was given a high vote as a strongly-scented preparation. Eighty-six per cent of the Pinaud users ranked it as strongly scented; 14% as slightly.

After-Shaving Talc Brand rankings were as follows:

Mennen	0	0				0	0	0	0	0	0		0	0	0	0		۰		25%
Williams					٠					0		0								15%
Colgate						0		0		0		0	0		٠					5%
Yardley			0								0									2%
Palmolive																				1%
Macy																				1%
Scattering	,	0	r	U	8	ık	an a	10	V	VI	n									1%
None Bo																				

Very few considered any of these talcs to be strongly scented.

Eau de Cologne or Toilet Water

The most significant feature of answers on this product was that only 7% of the men admitted using the preparation. 4711 and Pinaud's led in brand mentions, with Coty third.

Hair Tonic

Hair tonic can hardly be classed as sissified, nor were the men interviewed in an economic group too low to afford such a preparation. It is therefore somewhat surprising to learn that 49% of the respondents did not use the product. Brand leaders were:

Vitalis .												0								0			0	1
Wildroot																		٠						
Vaseline										۰	۰					٠								
Fitch								0					0		0		0					0		-
Pinaud .	×		×	*	×	,	ě			*		*		ď		×	×		*					
Kreml .															0			0		0				
Olive Oil	l	(E	C	-	bi	ra	10	id	1))				0	0	0			0		0	0	
Scattering							0	0	0				٠			0	0	۰		0	0		0	1
None Box																								

The preference for a slightly scented tonic was very positive. Vitalis, the leader, was rated: strong 14%, slight 63%, don't know or no answer 23%.

Hair Pomade

Here is another product where potential users far outnumber present ones.

Vaseline	0										۰										۰		0	9%
Pomade	1	Va	15	ie	1	iı	16	0										۰						3%
Brilliant	tii	ne	9													0			0	0	0			1%
Glostora	l	0									0		0		0		0		0	0		0	0	1%
Polymol		0					0			0				0						0	0	0	0	1%
Three 1	FI	0	W	16	ī	S										٠						0	0	1%
None B	lo	u	g	h	t		0	0						۰	0	0	0			0	0	0	0	84%

Attitude Toward Scented Preparations

Like scent																							
Do not lil	ke	50	e	n	t	ec	1	p	1	e	p	a	r	ai	1	0	n	S				0	53%
Like them	SC	m	e	ti	n	ne	25								0					0			11%
Indifferent	t				0	e				0						0	0	0	0		۰		14%

Of those who answered yes, sometimes, or indifferent, a third added the condition, "if not too strong."

Reasons for liking scented preparations were:

Scent affords a pleasant, personal satisfaction	28%
They give a mental lift, a feeling of well being	20%
They are refreshing	12%
They make one feel cleaner	11%
They improve one's grooming	8%
They counteract odors	7%
They make one feel dressed up	4%
No reason	10%

Reasons for not liking scented preparations:

They are too effeminate, sissified	41%
They are offensive to others	11%
They cause unfavorable comment	10%
They are affected	
There is too much odor	3%
They show poor taste	3%
It's a foreign custom	
They make one self-conscious	1%
The scents are not good	1%
No reason	23%

(Editor's question: None of the answers touch the sex angle. Why? It can't be that men are oblivious to the possible reaction of women to their scented preparations. Probably the whole truth could be brought out only through indirect questioning. MRCA investigators asked the biunt question, why?)

Attitude Toward Use of Eau de Cologne for Men

When asked whether they endorsed the use of eau de cologne for men, the respondents replied:

Approve						0											18%
Disapprov																	
Indifferen																	
Not sure	and	d	01	n	t	1	CI	n	0	W		0	0	0	0		11%

Those who endorsed it gave "refreshing" 44% of the mentions! "it counteracts odors," 24%; and "affords a personal satisfaction," 18%.

Makers of the product will have to overcome the widespread idea that it is effeminate. Fifty-four percent of the reasons against were in this category. Other reasons for opposing: Affected 17%; causes unfavorable comment, 8%; scents are too strong, 7%; unnecessary, 7%.

Attitude Toward the Use of Hair Pomade

Approve .																	48%
Disapprove																	
Indifferent									0							,	19%
Not sure a	n	ı	d	0	n	t	kı	n	0	W			0				2%

The compelling reason for using hair pomade (88%) was that it is necessary to control unruly hair. Eight per cent said that it corrects dry hair and keeps the scalp healthy. The reasons against were:

Looks too greasy, stick, plastered	52%
Harmful-loosens hair, etc	17%
Superfluous	9%
Effeminate	
Looks theatrical and artificial	6%
Has a barbershop scent	2%
No reason	6%

Observations of Investigators

A. W. C., one of the MRCA investigators made these comments on the reactions of respondents:

"The average man has a natural dislike for any preparation whose use might be considered an affectation or an effeminate habit.

"Men shift from one hair tonic to another, usually purchasing the brand that is most heavily advertised at the time of purchase.

"Some well-known toilet articles are losing potential sales because of a too noticeable scent."

E. H. T., another investigator, made this observation:

"Several of the men I interviewed were connected with personnel or purchasing departments. Two of them said that some of the salesmen who called on them used strongly scented eau de cologne, and the impression was not favorable."

The February 1 issue will feature the 40th of the Market Research Corporation of American surveys. It covers the public attitude toward beer and wine in cans. Beer in that form of container has "arrived." Will the wine producers be equally successful?



He wrote his dealers — asked about the value of "Where to Buy It" — got these interesting replies

HE represents one of the many companies whose trade marks and local outlets are listed in Classified Telephone Directories. The contract was coming up for renewal. The advertising manager wanted some opinions from the field.

One dealer answered his inquiry: "This form of listing is the most valuable advertising available, and we will heartily cooperate with you on any future trade mark listings."

Another wrote: "We believe this advertising is a very good investment and would suggest that you retain it for the coming year."

A third replied: "Telephone Directory advertising is the real thing."

Because of these and other favorable indications that "Where to Buy It"

Service was directing sales to their dealers, our client renewed the contract.

American Tel. & Tel. Co., Trade Mark Service Division, 195 Broadway, New York (EXchange 3-9800) or 311 W. Washington Street, Chicago (OFFicial 9300).



Kuppenheimer Finds a Way to Win Support of Retail Salespeople



Large as Life: Blowups of pictures of actual salesmen in the store make distinctive window displays which are particularly effective in catching the attention of old customers. And repeat business is most desirable.

The personalizing of retail advertising and sales appeal around individual clothing salesmen is doing much to break down behind-the-counter indifference for this house.

OW can I influence the salesman in the retail store to show my goods, talk my goods and sell my goods? I don't own the store. I don't pay the salesman. I can't give him orders. But if I can induce him to concentrate on my goods I can go a long way."

Such thoughts have long puzzled the brains of thousands of manufacturers and distributors. Any wholesaler or manufacturer will willingly agree, with small hesitation, that there is hardly a more important factor in his business than interesting the individual retail salesman in his product—interesting him to a point where he will actively indorse it to the customer.

Vast amounts of thought have been given to the problem. Endless work has been done, classes and group talks have been held, fortunes spent in printer's ink. Bonuses, premiums and contests have been employed. The entire field has been raked and re-raked. Sometimes these things work and sometimes they don't.

B. Kuppenheimer & Co., Inc., of Chicago, manufacturer of men's clothing, has used a plan rather widely in the last year which appears to be about as foolproof as any yet devised. It has been used in window display and in direct-mail advertising with excellent results. The idea is very simple. It consists of photographing salesmen in individual stores and, for window-display, "blowing up" the pictures to life size. Cutouts of the men's pictures are then made and messages, usually in "balloon captions," are placed in their mouths.

Let us take, for example, a directmailing piece cut to this pattern. It shows Jack Trueblue, star salesman for Goh & Gittem, men's furnishers, in Rockoria, town of 100,000 in the Middle West. Mr. Halburton Jones, typical citizen, is opening his mail. Suddenly a mailing piece hits him smack in the eye.

Right there on the cover, plain as life, is the picture of Jack Trueblue holding a handsome overcoat and looking him right in the eye. Jack is saying, via balloon caption:

"This is the ideal coat for you, Mr. Jones."

Does Mr. Jones open it and take a look? Of course he does. Inside he finds pasted in a nice little swatch

of the goods. He reads that it is made of Kuppenheimer Valgora and that it's "the coat with 9 lives." The lives are listed:

1—Weather-proof. 2 — Wet-resistant. 3 — Lightweight. 4 — Lustrous, silky. 5—Wrinkle-proof. 6—Comfortable. 7—Durable, warm. 8—Distinctive. 9—Economical.

There's some more sales talk but this gives the general idea. Put yourself in Mr. Jones's place. Probably you know Jack Trueblue. Likely sometime or other he's sold you a suit. If so, you are a bit impressed. But even if you have never seen him somehow this advertising piece has made an individual of him. He's no longer "just one of Goh & Gittem's salesmen."

Next day you are walking down the street and you pass the well-known Goh & Gittem store. You glance into the window. Well, well, what's this?

Why, bless me! sure enough, if that isn't a picture of Jack Trueblue, large as life, standing right there! It's a cut-out and he's pointing at a nifty suit of clothes. In large lettering you are reminded that these are—

K U P P E N H E I M E R C L O T H E S

Thinking about buying a suit? Or an overcoat? Well, I'll drop in and take a look anyway. Maybe you didn't



Mr. Holland remembers this man, who served him recently, so he reads the direct mail piece through, instead of junking it without a glance.



This Year the Diamond Market Has 7 Billion Dollars More to Spend

HERE come Mr. and Mrs. Diamond Market with seven billion dollars of new money.

Their buying ardour is not dampened by a desk-full of "please remit" notices. Their current bills and deferred-payment obligations are met promptly when due. Their credit is tops.*

And because the members of the Diamond Market are solvent . . . because they have a flair for sound management . . . they're far better-thanaverage customers. For they are not only willing to buy...they have the means.

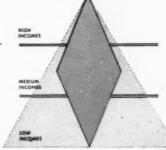
The American Magazine is taken into more than 2,100,000 of these Diamond Market homes each month because it contains the kind of features,

articles and fiction that appeals to straight-thinking men and women.

They appreciate its broad editorial policy . . . are interested in the nation-wide movements it initiates . . . the War on Crime (1935), the Drive Safely Campaign (1936), and other features of equal importance.

Today, more than ever before, The American Magazine is the *national* monthly magazine of the better American families . . . an important part of the advertising program of the nation's leading manufacturers.

*(Retail Credit Bureaus in 31 key cities report that 8 out of every 10 American Magazine subscribers with charge accounts enjoy the highest credit rating. A copy of this interesting study will be furnished upon request.)



Concentrate on the DIAMOND MARKET...the heavy buyers of Branded Merchandise...

The American Magazine audience is like a diamond in shape and value. Extending from top to bottom of the national income triangle, it is wide in the middle where sales are greatest; tapers at the top where there are fewer people; tapers at the bottom where selectivity is all-important because there is a decreasing market for most nationally advertised products. A profitable market throughout—a concentrated market of consumers who buy freely, pay promptly.

THE American Magazine

Largest 25¢ General Magazine in the World . . . Average Circulation More Than 2,100,000

THE CROWELL PUBLISHING COMPANY, 250 Park Ave., New York. Publishers of: COLLIER'S.. WOMAN'S HOME COMPANION.. THE AMERICAN MAGAZINE.. THE COUNTRY HOME
Copr. 1987, The Crowell Pub. Co.

JANUARY 15, 1937

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"Are you still getting away with that gas and oil gag on your expense account?"

know Jack very well, or not at all, but after this introduction what's easier or simpler than saying, "Where's Jack?"

Now what has happened in Jack's mind? Several things. Among them are:

1. He's been singled out as a star salesman; he has been recognized; he's on the spot, so to speak, and must make good. "Yes," says Jack, "I'll show 'em." And he goes out to do it.

Salespeople Are Grateful

 Whose clothes is Jack going to push? You've guessed it. Kuppenheimer's, of course. There may be several other lines in stock but you know what Jack will do. You know what you'd do.

3. "This thing's building me up a personal following," says Jack to himself. "I'll be cashing in on it for years to come. Pretty nice of Kuppenheimer, what?"

And so everyone is a little happier and friendlier and that is something very much worth while in the selling world where the repeat business is something always to be striven for.

In some of the windows automatic

film devices which steadily threw changing pictures and printed messages on a glass screen have been used. These add materially to the "blow-ups" as an attention getter.

Commenting on the campaign M. M. Lebensburger, advertising manager for Kuppenheimer, told SM:

"Both the direct mail and the window displays brought remarkably good results. The direct mail returns reached more than three times what might be considered normal expectance. It might be construed that the effectiveness of this advertising was due to the photography, the highly individualized nature of the direct mail, or to the novelty of the promotion. However, an analysis of the results and how they were obtained revealed something quite different.

"When the photos of the retail salesmen were used in the advertising the personality of the salesman was definitely associated with the merchandise. In the mind of the salesman that particular merchandise took on a new and greater importance.

"Of still more consequences to students of selling methods is the psychological effect which this type of advertising had upon the salespeople. The salesman chosen to be photographed is, of course, one of the leading men. He is aware that he has been selected because the store believes that he has a personal following, that people know him and will recognize his picture and will act upon his suggestion.

Must Justify Store's Faith

"This man naturally feels that he is obligated to justify the store's confidence in him by selling this product. If he fails to make a good showing after his photograph has been used in the advertising, it will, in his mind, embarrass his standing in the store.

"The salesman therefore makes a strong personal effort to sell this merchandise, and so to verify the store's impression that his name and picture will have value from a selling standpoint.

"Without doubt it is the salesman's personal effort behind the product with which he has been associated that accounts for the success with this type of promotion. The item advertised is to him no longer simply one of many brands in the store; it is the brand with which his name has been connected and which he is obliged to sponsor."



WORLD'S HIGHEST STANDARD OF LIVING LITHOGRAPHED FOR THE NATIONAL ASSOCIATION OF MANUFACTURERS—Agency: CAMPBELL-EWALD COMPANY OF NEW YORK. In

BES LITHOGRAPH

Digest families

. TO AUTOMOTIVE

APPRECIATION is due Literary Digest subscribers for the part they play every year in making it a great year for the automotive industry. Their purchases of cars, trucks and all operating needs form a fundamental unit in total sales.

In buying new cars or trucks they have given support to all the contributing industries. Factory and mill whistles are calling thousands of steel, glass, upholstery, paint and other workers back to duty. Six million employees have jobs created by motor transport.

We have often taken a measure of the buying power of our readers for automotive products. Repeated investigations have shown that *one out of every three* Digest subscribers buys a new car every twelve months.

Checking our entire subscription list of



Ann Arbor, Michigan, a typical American town, against the R. L. Polk registration list of new car buyers from December, 1935, to October, 1936, inclusive we find that among 450 Ann Arbor subscribers 150 have bought new 1936 cars or 331/3%.

This indicates that 600,000 Digest readers will purchase at least 176,000 cars in 1937.

Another recent survey shows that more than fifty per cent of our readers are either motor truck owners or officially connected with concerns operating motor trucks.

The Literary



ADVERTISERS



The reason why The Digest is an efficient medium to contact automotive buyers is plain:

THE AUDIENCE IS INTELLIGENT THE ADVERTISING RATE IS LOW

The needs of the family, their position in life, their activities fix their importance as a market.

The Digest enters 1937 with substantial gains in subscription renewals and new subscriptions; in renewal advertising contracts and new orders.

Our thanks to old friends and new.

ALADDIN COMPANY
Trailer Homes
AREHART BROTHERS
Trailer Coach
ASSOCIATION OF AMERICAN
SOAP & GLYCERINE PRODUCERS
G. P. A. Products
Glycerine
BUICK MOTOR COMPANY
Buick Cars BUICK MOTOR COMPANY
Buick Cars
BUNSEN-DAVY COMPANY
Bunsen Motor Heater
CADILLAC MOTOR
COMPANY
Cadillac Car
La Salle Car
Fleetwood Car
CHEVROLET MOTOR
COMPANY
Chevrolet Cars
Chevrolet Trucks
Chevrolet Service
Chevrolet Service
Chevrolet Accessories
CHRYSLER CORPORATION
Chrysler Car
Plymouth Car
Dodge Car Plymouth Car
Dodge Car
Dodge Truck
De Soto Car
CONTINENTAL OIL
COMPANY
Conoco Travel Bureau
Conoco Germ Processed Oil
COVERED WAGON
COMPANY
Trailer Coach
DELCO REMY CORPORATION
Delco Remy Service Parts Delco-Remy Service Parts Delco Remy Coil Delco-Remy Klaxon Horn

Delco Remy Coil
Delco-Remy Klaxon Horn
Delco Batteries
DODGE CORPORATION
Dodge Cars
Dodge Trucks
E. I. DU PONT DE NEMOURS
& COMPANY, INC.
Zerone Anti Freeze
Duco Auto Polish
Duco Wax
FIRESTONE TIRE & RUBBER
COMPANY
Firestone Ground Grip Tires
Firestone Truck Tires
Firestone Truck Tires
Firestone Batteries
Firestone Batteries
Firestone Batteries
Firestone Lubricator
Firestone Lubricator
Firestone Auto Supplies
FISHER BODY CORPORATION
Fisher Bodies Firestone Auto Supplies
FISHER BODY CORPORATION
Fisher Bodies
GENERAL MOTORS ACCEPTANCE CORPORATION
"G. M." Time Payment Plan
GENERAL MOTORS
CORPORATION
Buick Cars
Cadillac Cars
Chevrolet Cars and Trucks
La Salle Cars
Delco-Remy Products
Fisher Bodies
Oldsmobile Eights and Sixes
Pontiac Eights and Sixes
Institutional Promotion
B. F. GOODRICH COMPANY
Silvertown Tires for Cars,
Trucks & Buses
Mechanical Goods Division
Electro-Pak Battery
Hot Water Car Heater
Lustre Wax
Polish & Cleaner
Radiator Solder & Cleaner

GOODYEAR TIRE & RUBBER COMPANY Double Eagle Tires G "3" Car Tires Truck & Bus Tires Goodyear Battery
Goodyear Pathinder Tires
Allweather Car Tires
LifeGuard Tubes
HAYES BODY CORPORATION HAYES BODY CORPORATION
Motor Home
HUDSON MOTOR CAR
COMPANY
Hudson Cars
Terraplane Cars
HULL MANUFACTURING CO.
Automobile Compass
INDIAN REFINING
COMPANY
Havoline Motor Oil
KARAVAN
Trailer KARAYAN
Trailer
KOZAK, INC.
Dry Wash Cloth
LIBERTY FOUNDRIES
COMPANY
Ha-Dees Car Heater
MINUTE MAN PRODUCTS CO, MINUTE MAN PRODUCTS CO, Lacquerwax MOTOR IMPROVEMENTS, INC, Pur-O-Lator Oil Filter NOBLITT-SPARKS INDUSTRIES Arvin Car Heater OLDS MOTOR WORKS Oldsmobile Eights and Sixes PALACE TRAVEL COACH CORP. Palace Travel Coach CORP.
Palace Travel Coach
THE PENNZOIL COMPANY
Pennzoil Motor Oil
PIERCE-ARROW MOTOR CAR
COMPANY Pennzoil Motor OIL
PIERCE-ARROW MOTOR CAR
COMPANY
Pierce-Arrow Car
Pierce-Arrow Travelodge
Trailer
PINES WINTERFRONT
COMPANY
Winterfront for Radiator
PLYMOUTH MOTOR CAR CO...
Plymouth Cars
PONTIAC MOTOR COMPANY
Pontiac Eights and Sixes
PONTIAC MOTOR COMPANY
Reo Speed Wagon
ROYCROFT COACH COMPANY
Rovcroft Coaches
SILVER DOME, INC.
Trailer Coach
SINCLAIR OIL REFINING CO.
Sinclair Opaline & Penn Oil
SOCONY-VACUUM
CORPORATION
Mobiloil
Mobilgas
STUDEBAKER CORPORATION
OF AMERICA
Studebaker Cars
Studebaker Cars
Studebaker Cars
Studebaker Trucks
SMAIL'S SALES SERVICE, INC.
Detectalite Headlight Signal
THE TEXAS COMPANY
Texaco Fire Chief Gasoline
Texaco Motor Oil & Marfak
Texaco Touring Service
TROPIC-AIRE COMPANY
Tropic-Aire Car Heater
U. S. GAUGE COMPANY U. S. GAUGE COMPANY Auto Compass WATERVLIET TOOL CO.

Hinge Pins for Cars WOLFE BODIES, INC. Trailer Coach



After-thought: We forgot to refer to Santa Claus as "Old Man Giver."

The Holland Laundry, Philadelphia, knows its female psychology. On every box they have printed in large type: "Washing is hard work. Let us do all of it."

Moe—"Are you sure it was an advertisement?"

Joe—"Positively. The type was set on a slant."

Maybe Edward would have preferred the title: Lord Baltimore, III.

Carreras of London is coming into Canada with Craven "A" cigarettes and Black Cat cigarettes. For Black Cat, I have offered: "Smooth as a kitten!"

Come to think of it, Edward's motto "Ich Dien" should be changed to "Let George VI do it."

Communistic chickens: Rhode Island Reds.

Slogan for a blowout-proof tire: "Last-go-bang."

I'd like the Sandeman Sherry ads better if they'd omit that silhouette of Dracula.

"The Universal Car broadens its field," says a Ford headline. That's covering a lot of territory, but the little Ford is equal to it.

When her stockings furl like a regimental flag and the stripes hang in a spiral, a woman has ceased to care.

I have mentioned it here before, but it will bear repeating: The Christmas type of advertisement could be used all year 'round with profit. It shows the merchandise, describes it, tells you the price. Simplified selling through the printed word.

Evidently some of the customers think that "spit" is a horrid word. I notice that Alka-Seltzer's Uncle Ezra, entrepreneur of the powerful little 5-watter down in Coles County, has changed the "Spit and Whittle Club"

to the "Whittle Club." I prefer the original title.

With the revival of American Tobacco's Pall Mall brand of cigarettes, we are going to have to go through the old variety of pronunciations: Pal Mal, Paul Maul, Pel Mel. The British call it Pel Mel, and that ought to be good enough for the rest of us.

When I was writing the Victor Orthophonic account, Madame Galli-Curci was by long odds my favorite soprano. Following her unfortunate operation for the removal of a goitre, I am forced to agree with the critics. That clean, clear, bell-like power is gone, perhaps forever, save on her early Victor records.

With the aid of the five-and-dime, Town & Country Magazine sent out an interesting piece of promotion recently: A cotton mail-sack labeled "Superstitions in the Bag" containing a black cat, a ladder, a block of wood marked "knock-knock," an umbrella, a calendar page of Friday the 13th.

Add risks in recent royal ruckus: "Pauses on Dash to Cannes."

"Inaccurate advertising, I conclude, is worse than no advertising," says William Feather in his syndicated feature, A Business Man's Philosophy. Check. Mendacious chickens come home to roost.

A local cobbler uses an obvious but none-the-less pat slogan: "It's never too late to mend."

Studebaker subscribes to democratic principles, I'm sure. Yet it spends much time and money trying to sell us on the idea of a Dictator.

The British copy puts it point-blank: "Don't be vague—ask for Haig!"

I promised to let you know how much Hamley & Co., Cowboy Outfitters, Pendleton, Oregon, would charge for the Hamley Kit made especially for owners of electric razors (at the suggestion of this department). The price is \$5, including your name neatly stamped on the lid.

"To sell John Smith what John Smith buys, you must see John Smith with John Smith's eyes."—C. L. Sargent, in *The Fruehauf Forwarder*. That's rhyme AND reason.

Checking back, there were eight Santa Clauses in a single issue of the Satevepost, starting with Whitman's chocolates on the second cover and ending with Sunkist oranges on the back cover. There was a pretty general agreement among poster artists, apparently, as to how the old fellow should look.

Printers must have reaped a harvest on material all set for the coronation of Edward, changing it later to George, while the advertiser held the bag.

You know your anatomy, Tessie, but I fear only a doctor would find any humor in your reference to Mum as "axilla grease."

In "My Man Godfrey," Bill Powell played, you might say, a cinema bum.

A contrib thinks Johnson & Johnson's Baby Talc should advertise in the "powder magazines." With a baby saying, I presume: "Blow some my way."

Imaginary interview:

Geare-Marston—"Could you write copy for Dagger rum?"

Applicant—"I could make a stab at it."

Kensil Bell reports a sign in Sands Street, near the Brooklyn Navy Yard, which ought to have GOBS of salesappeal: "Battleship Max Cohn, Naval Uniforms."

"For some products, the wrong side of the tracks means the right side of the ledger," says Criterion Adv. Co., the poster people. A verity we are sometimes prone to overlook.

Stopper by Liberty: "Yesterday was years ago."

Slogan for the Acousticon: "Hear today and hear tomorrow."

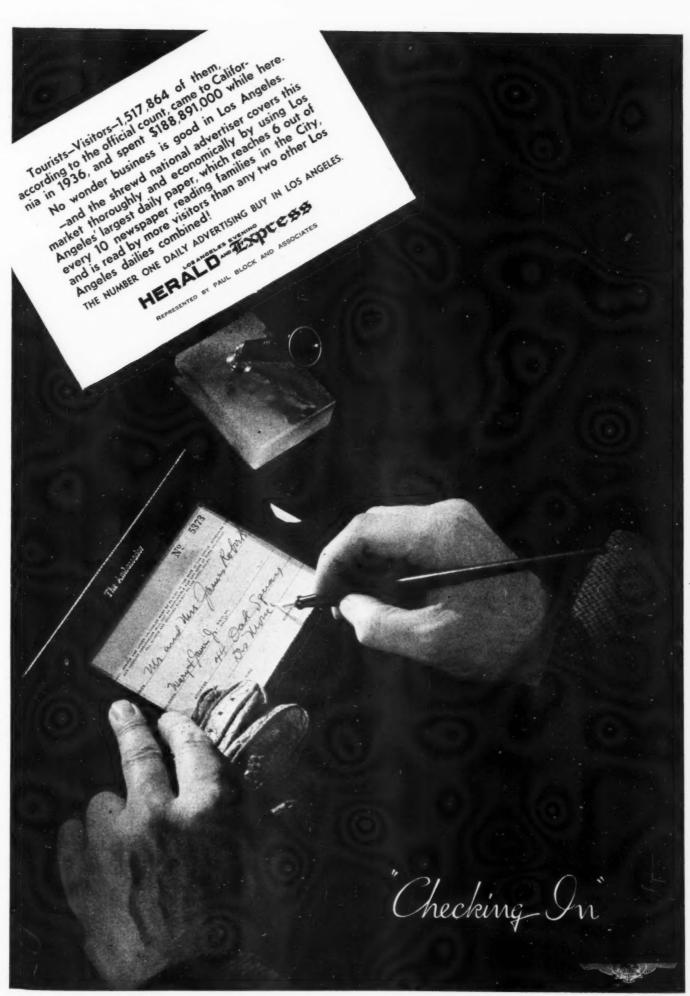
Riding around on overnight trains that are either too hot or too cold may appeal to a man whose home-life is unpleasant. Personally, my favorite train is a Lionel.

Norm Lebhar, of Lily-Tulip, wonders if "rhumbago" is a severe muscular ailment caused by over-enthusiastic rhumba dancing. If the customers Havana ideas, let them now speak.

Herewith hearty, if belated, acknowledgments to all who so kindly sent Holiday Greeting Cards. Acknowledgments, too, to the Weather Man for that Southern California Christmas.

T. HARRY THOMPSON

SALES MANAGEMENT



JANUARY 15, 1937



Pride of the Fleet

Loaf of loaves: This bakery truck used by the Bay State Bakery Co., Brockton, Mass, is built to represent in every detail the company's sliced bread loaf. Sitting at the driver's wheel is a fine bit of publicity for Bay State salesmen, for each week the truck is driven by the salesman who turned in the largest sales increase the previous week. On each side the truck carries the gratifying statement: "Pride of Our Fleet. Operated by Our Star Salesman."

How We Help New Salesmen Survive the First-Year Bumps

BY J. DON ALEXANDER

President, Alexander Film Co., Colorado Springs, Colo.

EAVY mortality among the annual crop of recruits is accepted as a matter of course by sales managers whose force works on straight commission. It is proper that the fittest should survive—but not always are all of the fittest among the first-month marvels. We have saved so many late-blooming producers by a program of recruit conditioning that we consider the trouble weil spent. More than 85,000 film campaigns as sold by several hundred salesmen have helped us mold our program.

First-year men crave recognition a great deal more than do most veterans, we found. They like to know that the home office is conscious of their efforts as well as of their successes. Too, the average first-year salesman is rarely certain that he has struck the right line. Other pastures may still look green. He is often hyper-sensitive to home office treatment. A single de-parture from a helpful attitude by the home office—say a bit of irritable criticism from a subordinate-will wound twice as deeply as it would the following year. Call it what you will, some of the best salesmen I have known required as careful handling at their start as a Derby winner.

A "First Year Salesman's Club" is our way of showing newcomers that we take an alert interest in their success. Of course, beginners get a liberal seasoning in the field at a veteran's elbow. In most cases, this seasoning would be so much wasted effort if we did not carry on from there with a studied feeding of enthusiasm.

It must be remembered that a new salesman has plenty of opportunities to get disheartened. Old-timers take poor weeks in their stride; but the new man, who ends a week of setbacks in the typically drab lobby of a small town hotel, requires something more than the inspiration supplied in a sales manual. The best stimulation in the world is to let him know that other salesmen in nearby territories are faring well. For every salesman worthy of his kit secretly feels that he can do as well as the next man.

We send a weekly newspaper to every field worker by first-class mail so that its delivery is assured. It is crammed with their names and pictures. Individual results of the past week are reported, so that from week to week every worker knows how he is stacking up against the field. We purposely highlight the successes of first year men. They need the cheers

which may have palled on some of the old-timers.

It is no secret that salesmen are strongly competitive by nature. Who doesn't hold sales contests? We once made the mistake of pitting new men against the rest of the pack. Too many of them felt the futility of it. We found some, however, who were quite willing to square off with the best of the veterans.

Therefore we adopted a middle course that has worked out well. A private contest is sponsored each year for the first year men with a provision that any competitor who places in the veteran's contest rises above the first year awards. Nearly every year some new man ends high among the toprankers—an indication that there must be something to first year encouragement

A strictly "trial by fire" method of smoking out good producers will eventually do the trick, but it is tedious and expensive. Usually we have a heavy investment in a new man before he sells his first contract. Time has convinced us that the conversion of recruits into consistent producers is one of the most important of sales office jobs. A recent glance over the history of our best representatives gave illuminating proof. More than 80% of them, before joining us, had never sold advertising of any kind.

Latest Additions to the Business Book Shelf

"Believe It Not." By Stuart O. Landry. Published by Pelican Publishing Co., New Orleans. Price, \$3.

"Group Selling by 100,000 Retailers."
By Gordon C. Corbaley. Published by The American Institute of Food Distribution, Inc., New York. Price, \$3.75.

"Louisiana Purchasing Power Handbook." By Clarence Peckham Dunbar. Published by Business Research Service, Houston, Texas. Price, \$6—two for \$10.

"Packaging, Packing & Shipping." Published by The American Management Association, New York. Price, \$7.50.

"Retrospect and Forecast in Radio Education." By Levering Tyson and William J. Donovan. Published by The University of Chicago Press, Chicago. Price, 25 cents.

"Showmanship in Business." By Kenneth M. Goode and M. Zenn Kaufman. Published by Harper & Brothers, New York. Price, \$2.75.

"Effective Business English." By Alta Gwinn Saunders. Published by The Macmillan Co., New York. Price, \$3.25.

"Outlines of Marketing." By Agnew Jenkins Drury. Published by McGraw-Hill Book Co., New York. Price, \$2.75.

"Compounding Ingredients for Rubber."
By the editors of India Rubber World.
Published by India Rubber World, New York. Price, \$2.50.

1937 Edition of "Credit Manual of Commercial Laws." Published by the National Association of Credit Men, New York. Price, \$5.

CALL-BULLETIN Marches On!



Represented nationally by PAUL BLOCK AND ASSOCIATE

THE CALL-BULLETIN - GREATEST EVENING CIRCULATION IN NORTHERN CALIFORNIA

If it takes money to buy-THE CALL-BULLETIN can sell it-in volume!



Impeccably dressed in the height of fashion, they bring rayon to most corners of the land.

Du Pont's Mannequins Jump Demand for "Acele" Fabrics

A troupe of 22-inch "ladies" tours the country to beguile shoppers and window-shoppers. Thereby "Acele" is helped into a front-rank position in the booming rayon industry.

RAYON, the country's largest textile industry, enters into the manufacture of 460 items. About 290,000,000 pounds of it were used last year, in comparison to 9,500,000 pounds in 1911. What caused this rapid growth? Improved methods of manufacture, of course, have helped enormously. Shrewd promotion by makers has, however, done even more to bring about consumer acceptance of the comparatively new textile.

E. I. du Pont de Nemours & Co. has been especially successful in establishing consumer demand for its "Acele," an acetate rayon. "Acele" is the trademark designating the yarn from which is woven women's dresses, suits, beach clothes and many other types of apparel. Small figurines have helped it to reach huge sales figures.

The promotion is built around a troupe of 22-inch mannequins dressed in "Acele" garments which the company exhibits in the show-rooms of manufacturers, and in high-class retail establishments selling "Acele" fabrics or dresses. Though of doll-size, these mannequins are not of doll proportions. They are long-limbed little ladies of fashion, with pert faces, and the charm that goes with all beautifully made objects in miniature.

Retailers use photographs of the "Acele" figures as illustrations for

their consumer advertisements. Their principal use, however, is in displays, both for windows and interiors. They are frequently used in fashion shows, usually with the portable theatres which accompany them. These tiny theatres are themselves works of art, of enameled wood with lacquer finish, and chromium bars and pillars.

Operated by electricity, the stage revolves automatically, the curtains coming together to hide each change of scene. There are four scenes for each "performance," each setting being adapted to the costumes worn by its actor-mannequins. Thus, for a group of "Acele" girls wearing evening dresses, the setting may be a tiny, modern bar, complete even to canapés. The spectator views this for a minute; the curtains come together, then part, to reveal a Colonial doorway in front of which several "Acele" ladies are standing, dressed in tailored costumes -smart suburban matrons ready for an afternoon's shopping. All accessories are made to scale. Sometimes a figure is seated—which represents a triumph in mannequin making, and a supertriumph in mannequin dressmaking.

Mannequin dressmaking is an art in itself. The dresses worn by the "Acele" ladies are custom-made by Miss Jeanne Deyo, a designer, who gave up her shop in Chicago four years ago to go in for sewing on a fine

scale for the du Ponts. It takes about 16 hours to dress one of the "Acele" figures—just as long as it would take Miss Deyo to make a dress for a grown woman.

Tailoring the garments and all work-manship in their fashioning is carried out with meticulous attention to detail. "Ripping a seam because it's an eighth of an inch out—that's nothing," said Miss Deyo. "I often rip because I'm a thread-line off; on tiny dresses like these any inaccuracy is exaggerated. The difficulty is getting the right swing and movement into the dresses. In sewing for real people the cloth falls right because of its own weight; but there isn't enough weight to the cloth in a miniature dress to make it set right of its own accord.

"There's a lot of pinning, and basting, and pressing in this kind of sewing. The pressing is done with tiny irons and ironing boards that would delight any little girl. There are as many as 30 fitting operations in making one of these dresses."

They Started as Soap

The first "Acele" figure was carved from soap by Lester Gaba, four years ago. Du Pont officials liked it and had nine copies made, in plaster. The following season Gaba made several new models, and a larger number of plaster copies were made. Both retailers and manufacturers liked them; but breakage naturally occurred, and since repairs ran high, the venture proved to be expensive.

Miss Deyo thus described the manner in which she learned that the mannequins were to be made of unbreakable material: "One day late in 1935 I was summoned to the du Pont office, and one of the men picked up a mannequin and flung it across the room. My heart stood still. It had become second nature for me to handle the figures like eggs, and to expect everyone else to do the same. But when I saw that the mannequin did not break, and when I was told that in future all of them would be made of an unbreakable rubber material, I was overjoyed. Naturally, my work has been easier since then.

Du Pont has several hundred of the mannequins out "on the road" now. These are routed from one store to another, and a record, on a large chart, is kept at the home office, showing the whereabouts of all the figures. The demand for them is far greater than the supply, but since they are hand-carved, and since each one is dressed individually, they will never be produced in large quantities.

(Continued on page 177)

LIFE's new rate card begins to tell the story



LIFE's first rate card was a product of men's minds—and of their estimate of a 250,000 circulation guarantee for the first year. That rate card (and that guarantee) was outdated the day LIFE appeared. The new rate card, just sent out, has been based on the following two facts:

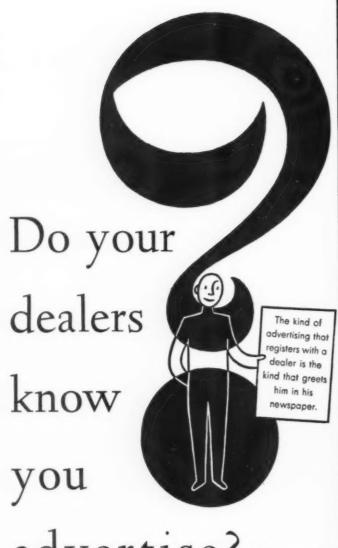
- With the January 4 issue LIFE is able to deliver well over 600,000.
- 600,000 is nowhere near enough to fill the demand, and LIFE's efforts are unceasing to increase this week by week.

AND THESE TWO FACTS ARE BASED ON THIS PRIMARY FACT ABOUT LIFE:

PEOPLE LIKE IT

ADVERTISING OFFICES: 135 EAST FORTY-SECOND STREET, NEW YORK





advertise? Some ad-

vertising campaigns might just as well never run so far as the dealers are concerned . . .

They may see the merchandising portfolios; they may even hang up the blowups; but after the salesman leaves, they soon forget.

They don't see the advertisments as they appear because they don't read the publications

in which they appear. And their prospects don't.

The kind of advertising that registers with a dealer is the kind that greets him in his newspaper. The kind that has tangible circulation and gets sales action in his community.

Selling merchandise today is primarily retailing—moving merchandise off the dealers' floors and shelves. Sales promotion that pays out best is newspaper advertising—the mainstay of retailers.

To enlist support from your dealers, put customers on their sales floors. Place your advertising in the medium that reduces claims to actualities by putting cash in the dealer's till. Place it in the medium that gets the right reaction from dealers and prompt response from buyers.

Chicago is a good market in which to localize advertising. Sales are good and the outlook fine. Volume is great enough to support a dominant advertising campaign.

Localized advertising in the Tribune costs comparatively little. Per sales return, it costs less than in any other medium. Per hundred thousand circulation, Tribune rates are among the lowest in the publishing business.

The Tribune is Chicago's first newspaper—in age and in service to its community. It carries more linage and sells more merchandise than any other Chicago newspaper. It has full market circulation—reaching not only the cream but practically all of the prospects for advertised products.

To get the maximum return out of your advertising appropriation, spend it where your dealers can tie up with it because enough of their prospects act on it.

You can do so at lowest cost and with greatest return by concentrating in the Chicago Tribune.



Spotlight Spotlight PEOPLE IN THE SALES PANORAMA



More than a business woman is Mrs. Charles B. Knox, 30 years president of Knox Gelatine Co. Nearing 80, she is one of America's leading women today—a busy executive, mother and grandmother whose home is as vital an interest as her factory. Her business ability—she more than tripled her gelatine business during her first ten years in the president's chair—she attributes to the training her husband gave her when they were "partners"; her domestic leaning to the fact that she is one who believes a woman's main duty is homemaking. Every day finds Mrs. Knox at her desk with a firm hand on the Knox business. She knows well her employes, attends their meetings, offers advice—usually accepted—approves or disapproves everything that passes through son Jim Knox's hands into hers.

A virtual mother to Johnstown, N. Y., home of Knox Gelatine, here also is a profound interest in homes everywhere that use gelatine. It was she who founded a fellowship at Carnegie Institute for gelatinizing babys' milk... she alone who is responsible for the present high standards of purity of the product bearing her name. Her spare time she spends raising orchids... the proceeds go to maintain a home for ladies "nearing the autumn of life."

ORCHID



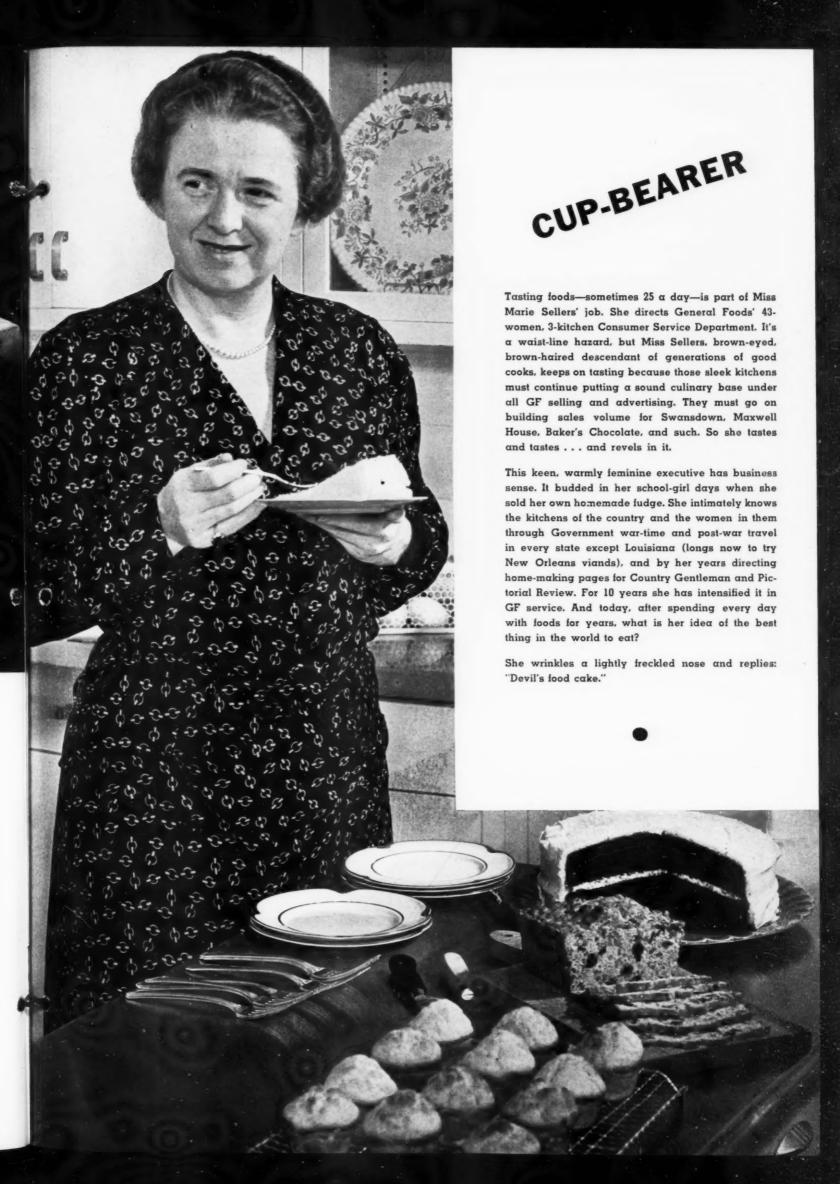
New Yorker calls him "ambitious, gimlet-eyed Baby Tycoon Henry Robinson Luce." Nearly everyone else calls this founder, big-owner, spark plug of Time, Fortune, "March of Time" on air and screen, Architectural Forum and the new picture book Life, one of the nation's most successful publishers. Born in China 38 years ago of Presbyterian missionaries, he went to prep schools in England, then here, before sparkling up the Yale Daily News. After Baltimore newshawking he and old-friend Hadden started Time in 1923 partly on rich friends' money because "we thought most people were not well-informed and something should be done."

It was done. A great publishing idea was carried out by brains, guts, sweat and curt, crystal English. Net profits of Time, Inc. in 1935 were \$2,249,823. This means prosperity for Henry Robinson Luce, his stockholders, his editorial and business topshots. Editor Luce, slack-dressed, jerk-worded, cat for accuracy let-the-facts-cut-whom-they-may, works from 9:15 to 6, then lugs copy home under his arm. He says: "Maybe I'm no salesman," and "My toughest job was peddling Time's first stock,"

INK TYCOON

but he's deep in Time-Fortune selling today, writing such promotion books as "Four Hours a Year" and planning strategy for his men. He wishes all this selling could be as unconventional as his editing . . . "based on facts that ought to make advertisers buy, instead of old, traditional yardsticks."

Luce is this big a man: When he is publicly credited with some great thing he did not do, he doesn't sit back in smug, satisfied silence. They said his initial promotion for sensationally popular Life was "miraculous." He says: "Life promoted itself. Nearly everything we did was wrong. And we set advertising rates too low because we guessed too low on circulation. If we hadn't said a thing to advertisers until about the sixth issue, we'd be a potential million dollars better off right now."

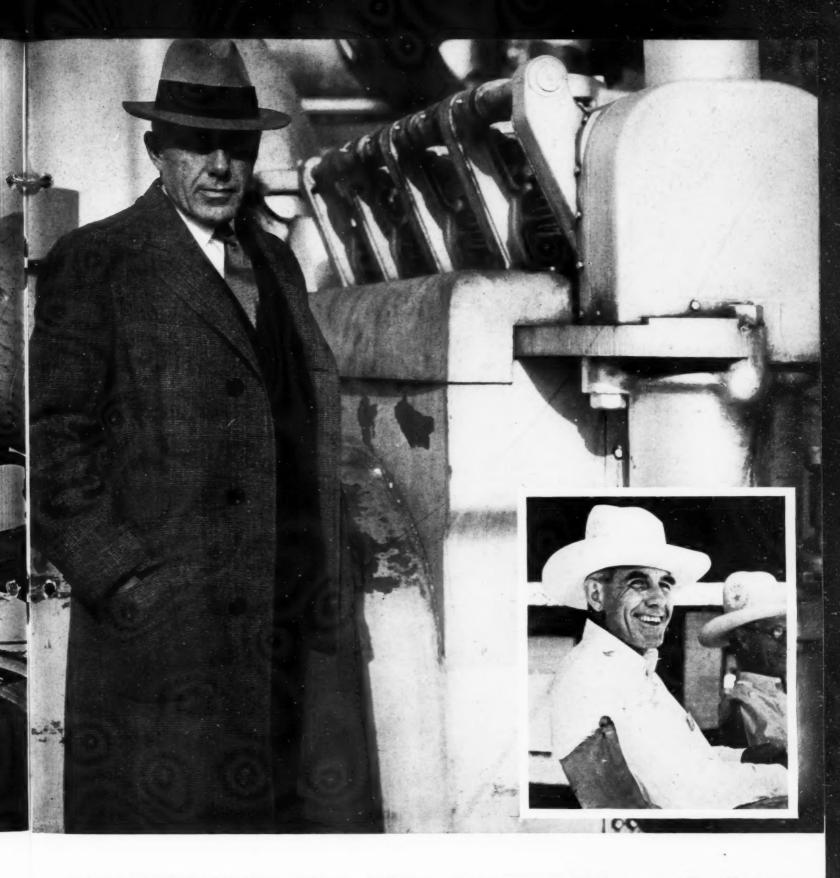




TRIPPER

Thaddeus Hyatt was no tramp. But he was a tripper into peaceful southern waters on shaggy freight boats back in the early 1920's as a ship line operating department clerk. Idly he thought: "People ought to enjoy vacations on these tramp steamers!" Not until 1933 did Hyatt, then 33, out of a job in New York and nearly broke, suggest it to ship companies. One gingerly agreed to take Hyatt's passengers—if any. He telephoned a small ad to a New York paper; wondered how to sign it; a ship man at his elbow popped. "Call it "Tramp Trips" . . . a selling name that has been filling freighter cabins

ever since. The first year 100 people took tramp trips, mingling with officers, hobnobbing with crews, seeing strange sights in strange places at \$4 to \$12 a day. Now Hyatt books 2.500 annually. Little, brighteyed Thaddeus Hyatt, surrounded in his New York office by romantic maps and mementoes from far places, is busy six days a week including holidays, but has time to sail his Barnegat sneak-box and fiddle expertly with wood-working tools at his home in Garden City, L. I. He had a big sales idea and is cashing in on it. So are 35 ship lines. "There's some gypsy in us all," Hyatt muses.



DIGGER

E. O. Shreve would be a good fullback.
"Keep on going" in spite of hell and high
water is his motto. It boosted him from

the General Electric "Test" (for college graduates) in 1904 to GE vice-president in charge of apparatus sales today, handling the biggest section of the company's ramified business. He took his motto in 1906. Half-way to San Francisco to join the Coast sales division, he heard of the earthquake; wired back to Schenectady; got his answer: "Keep on going!" Plunging into ruined San Francisco, he dug post holes for a new GE warehouse; won a sales boss who didn't like "college boys"; advanced, always by hard work, to San

Francisco manager in 1917. He was such a "hig and hustle." comradely leader of men that Schenectady made him industrial department manager in 1926. He trains his hundreds of men always to study customer buying motives and buying capacities so as to know where creative selling can be done; to fit sales efforts to sales potential and waste less shot for vast GE. He calls it "sales direction." Fired from his first job as country station agent for the C. M. & St. P. because he was more interested in the local electrical contractor, he schooled himself at Iowa State for the business he really likes—likes so well he spends his "leisure" time working on committees for the electrical industry.





HOME PACKAGER

"It's starting to revolutionize the whole business of selling building materials." That's what keen observers say about Arthur A. Hood's big idea: The Johns-Manville Housing Guild plan under which the dealer sells homes and improvements direct to consumer, each job a complete package, properly financed. Mr. Hood brought his idea to J-M in 1933. He knew his shiplap and how to sell it, having been

vice-president and sales manager of Thompson Lumber Company, Minneapolis, and head of a finance-it-ourselves national dealer group. Then appeared his Guild which groups local architects, contractors and financiers around the supply dealer and provides a selling system. His J-M schools trained 400 dealers' men last year and expect 2,000 in 1937. Fifty guilds are working; hundreds more are spitting on their hands. "You often get your best ideas while shaving," comments Idea-Man Hood. That's how he solved one of the Guild Plan's toughest problems: How to enlist the contractor's enthusiastic support. He is no surface thinker, this thick-chested thin-haired, steel-eyed westerner. He had no college training, but three of his books on merchandising are college texts today. And his intimates know one pinnacle of his ambition is to receive an honorary college degree.



Large photo by Pictures, Inc.

Few people have as many interests as Garfield Arthur Wood, sportsman, inventor, designer, scientist, industrialist, and hobbyist extraordinary. Everybody knows "Gar" Wood is 16-year holder of the international championship for speed on water, but few know he goes in for flying, hunting, archery, swimming, horseback riding, golf.

HOBBYIST

He designed his own homes in Detroit, Miami, and Algonac, with musical instruments (including a push-button-controlled pipe organ and piano) and lighting effects, not to mention radio transmitters, telescopes, other appliances and gadgets. This 56-year old, white-haired former Duluth auto salesman is founder, president, inventor, research engineer, designer, trouble-shooter, principal stockholder, and driving spirit of the rapidly growing Gar Wood Industries, Inc., producing and selling dump truck bodies, hydraulic hoists, road machinery, derricks, car-pullers, automobile heaters and fender guards, air-conditioning systems, and a line of rear-drive motor coaches . . . What, no boats? Nope. He has an unprofitable boat plant at Algonac, Mich., but makes money in industry and spends it on boats. Winning and defending the Harmsworth Trophy alone has cost him over a million dollars!



IMPROVER

A good young architect went merchandiser when Wilbur Henry Adams—M. I. T.-trained, two-year satellite of Raymond Hood on such jobs as Radio City and the Daily News building in New York—turned product designer. A magazine picture page turned him three years ago. It showed how industrial designers had boosted product sales. He started on soda fountains. Then helped boom sales for Perfection Stove's oil range. Since then he has done things for Electromaster, Republic Steel, Chain-Belt, Sherwin-Williams, and other big-name companies. Styling in transportation interests him deeply . . . milk tank trucks, trailers, even trains. His new idea for a Diesel streamliner makes space for 22 passengers in the engine itself, because "people want to be up front where they can see where they are going."

This youngest of established industrial designers—he's 30—has helpers, including his interior decorator wife, but he thinks no designer should take more assignments than he can closely supervise... and not enough of them to prevent some good, hard tennis, some hunting, fishing, travel. Designing sets at Hollywood under terrific pressure once taught him he can't do good work hectically.

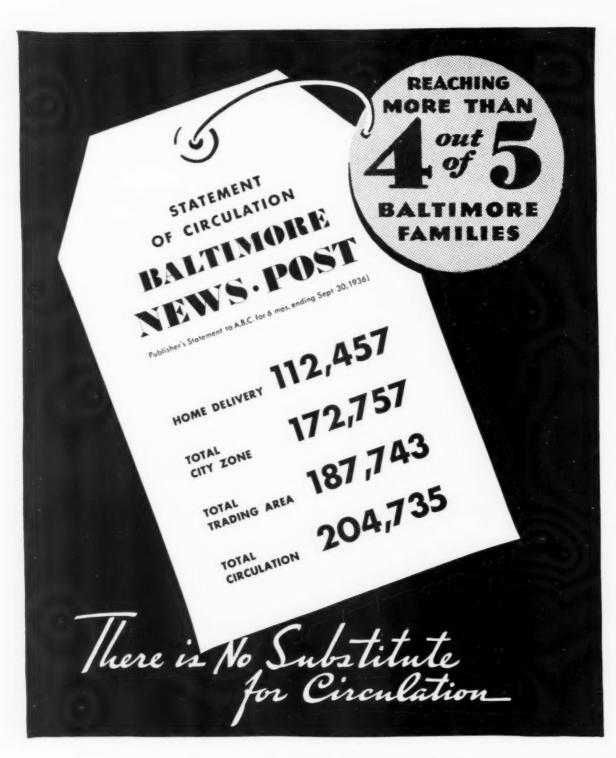
The STRENGTH of the INDIVIDUAL MAGAZINE is the REAL MEASURE OF EVERY GROUP



THREE STRONG INDIVIDUAL MAGAZINES FORM

MODERN MAGAZINES

THE ONLY GROUP WITH UNDUPLICATED APPEALS



BALTIMORE NEWS POST

and Sunday American

Average net paid circulation of the Sunday American for six months ending September 30, 1936-230,239; the largest in all the South.

Nationally - Hearst International Advertising Service - R. E. Boone, Gen'l Mgr.





Tips on Making Sales Manuals —and Getting Them Used

"Laid edge to edge," says this writer, "boring sales manuals would parallel the Siberian railroad and provide a box car of fuel every mile across the barren steppes." And he's right.

BY WALDO WRIGHT

Sales Training Engineer, International Correspondence Schools

UR scene is the pack in full cry after a sales manual. Suppose a company president is smart enough to pick sales managers by asking them just how to prepare a new sales manual. Those entrepreneurs who offered to write it themselves between seasons would regain consciousness just as they were going down the elevator.

The accepted 1936 formula is: "Let the field build it." But is that the right answer? And if it is, what is the order of procedure-who does

Putting any selling plan on paper is no more complex than the usual rehearsals and leg waving that usher in new, dazzling musical revues. Nothing except the legendary Minerva ever sprang costumed from the head of Zeus, and Minnie wasn't all that the Olympus crowd expected of her in the big scenes.

Send Writers into the Field

Who is going to write the manual? Answer: Men with a selling and advertising background who know how to write. These writers ask the quota boys what formations they use to make the headlines. First step: They interview the fellows who won the Bermuda trip in the August contest.

This soul searching between the star salesmen and the men who are to prepare the manual often gets nowhere. The reason is obvious. The salesmen have a theory, the reporters wonder where truth ends and glorification sets in. Shakespeare would have recognized bragging when he saw it. The error lies back stage. In his hotel room the salesman visualizes himself as a crusader back from the wars. He talks of his prowess and it all sounds heroic.

Well, that's easily overcome, the fellow in the end seat may say. Why send the pencil pushers into the field? Let them work up a questionnaire and compile the answers. This, too, has been tried and found wanting at the box office. The answers that come are so much scenery and the truth is not

No, the man with a pencil must go into the field, much as his scribbling introvert heart rebels and as consistently as he may tell you in terselytyped memos that this is quite unnecessary. Send him anyway.

If these writers of the manual have a sense of human relations they will gather from this face to face conflict between salesman and customer certain formulas without which any sales manual is just so many pages of

Product + Prospect + Seller

For at that critical point in the sale three elements will be in action—the product, the prospect and the salesman. The product in terms of what it will do; the prospect in terms of what the product will do for him; and the salesman as custodian of the introduction and master of ceremonies.

There the product is viewed with a mackerel eye. There the buyer becomes a human being suffering the deep-seated pains of parting with money—even if it is company money. There the salesman discloses his method of turning on the Klieg lights and delivering the peroration. There is the drama-whether it's a sale and wedding bells, or no order and the retreat from Moscow. In short, this interview provides a succession of, 'And what did he say to that?"

Suppose under this procedure you, Mr. Sales Manager, acquire bundles of notes of sales interviews and objec-

tions-then what?

Salesmen fall into two classesthose who admit they don't read encyclopaedic sales manuals, and those who don't admit it. Shakespeare knew he had to have a story before he wrote "Merchant of Venice." But his plays would have been cut up for scrap paper if that were his sole accomplishment. He knew how to tell his stories so they would be understood by London apprentices, teamsters, chimney sweepers and sailors.

Making sales instruction easy to take is more than reporting. It's the classic cliché of not having time to write a short letter. You must take time with the manual to select, eliminate, point.

Some really human fellows when they start writing manuals grow a beard, don mental togas and affect long flattering polysyllables. Laid edge to edge, boring sales manuals would parallel the Siberian railroad and provide a box car of fuel every mile across the barren steppes.

The learning habits of adults are nothing to brag about. Thorndike's pronouncement that adults can learn is only a half truth. It is startling how thoroughly most of us avoid anything that makes us draw our brows together. Talk about unused muscles! No one ever changed his work habits by reading how it could be done.

Be Simple—and Human

True learning is not a conception, it is an application. Don't preach in your manual-picture, encourage and demonstrate new methods. Try one idea at a time and be truly thankful if they catch on to it. Don't undertake too much in one jump.

Use proved learning tools. thumb-nail sketch of two mules pulling apart gives a better argument for cooperation between advertising and selling than most texts on sociology. Don't be afraid of appearing human. We are modernistic in everything except our emotions.

Remember, too, that your salesman will be meeting opposition that batters down his enthusiasm for your products. He continually needs new ammunition to fight discouragement.

Suggest to the salesman a schedule for study of the manual. Fatigue reduces the power of concentration. Morning is the best time for study. Fifteen minutes when the mind is refreshed by sleep is worth two hours after a grilling day of selling.

Regularity of study is more important than how much is studied in one sitting. Encourage a scheduled study habit—no exceptions. The mental disciplining will influence every sales interview, as better sales methods are practiced and become

So when you, Mr. Sales Manager, plan your next sales manual:

- 1. Find out how your capable men are selling, not how they say they
- 2. Make the manual of small ele-

ments which are readily grasped. The loose leaf form has much to commend it.

 Provide a plan of progressive steps for bringing all the sales staff toward the front of the stage.

 Shun swivel chairisms, ballyhoo and superlatives. If an idea can't be put into a paragraph it's usually too involved anyway.

 Keep the manual brief by using pictures, diagrams, figures of speech. Give it life and appeal.

6. Steer a planned course. Stick to your compass and chart.

7. If you assign certain men of groups to the job of preparing your manual give them a chance to show their ability. Don't hamstring their creative efforts by quibbling over inconsequentials. The play's the thing!

 Whatever is prepared, give it a test with a limited group of salesmen and measure results in the

sales curve.

 Plan a new edition from a fresh viewpoint at least once a year, even if you only change that cover and chapter ten is relabeled chapter one.

In time a large number of new uses for dry milk were found; and trained men, mostly college-bred bakers, were sent out to do missionary work. These would go into a bakery, or other prospective consumer plant, and would work with the head baker for weeks at a time to show him just how to use the product in his output.

Until dry milk came in, milk had never been used in a big way in bread making. When milk was used, the bread dough had to be of a somewhat different texture and mix than before. Habits of the bakers, and some of their fixed prejudices, had to be broken down. It was a painstaking and tedious business, but it was building a new industry and those interested had faith.

The institute went further afield than that. It made exhaustive study of bread molds, of which there are a considerable variety, especially costly to bakers in the southern states. Through tests it was proved that bread mold is almost wholly conquered if the bread, after baking, is cooled off in air-conditioned rooms.

Because of this, air conditioning for baking plants got a big boost. Again, with dry milk coming in, dairy farmers began to deliver their milk every day, instead of every other day or twice a week. That has been a factor in the demand for more and better rural roads and has brought a larger sale of farm trucks.

Does Industry Cooperation Pay? "Yes Sir!" Dry Milk Men Reply

Under the supervision of the American Dry Milk Institute sales for this littleknown industry are steadily pushing ahead.

HERE'S a neat little \$24,000,000-a-year business going on in these United States that mighty few people know anything about. It is a single-item business. It boasts 102 listed manufacturers. It has, probably, 100,000,000 or more consumers, but few know they are consumers. It has never done any consumer advertising; no radio, no newspapers, no advertising in magazines of national circulation. It is one of the paradoxes of the business world.

The item is dry milk.

First government records were kept in 1916, when the total output was 16,000,000 pounds. In 1935 a total of 297,000,000 pounds was manufactured. Dry milk is made by dehydrating skimmed milk, and the price ranges from 63/4 to 7 cents a pound for the lowest quality used for animal foods, f.o.b. plant, to from 10 to 11 cents a pound in carlots delivered for human consumption.

Milk generally passes into consumption through four separate levels as

follows:

1. The bottled milk industry which takes first grades and pays the highest prices.

2. The evaporated milk manufacturers who are large consumers in the better dairy centers.

3. Butter and cheese milk which

has increasingly, in later years, flowed more and more to large manufacturers.

4. The dry milk manufacturers who take what is left and thus become

a balancing force.

Until dry milk began to assume importance, skim milk was turned back to the farmers, or remained on the farm, and was fed largely to hogs. Dairy farmers generally had small hand separators. Today whole milk is being sold more and more to milk depots and creameries where the separation is done with power separators.

Last year the bakers of the United States consumed more than 135,000,000 pounds of dry milk. Other large users are restaurants, and manufacturers of ice cream, candies, coatings and fillers for cookies, and cottage cheese. The latter has always been made of soured skim milk. Wet the dry milk powder, and skim milk exactly like the original is the result.

Manufacturers of dry milk in their merchandising have been beset with more than ordinary difficulties. In the beginning they attempted to merchandise their product through jobbers. But jobber salesmen were—and have always remained—vastly ignorant of the subject of dry milk. To them it was a powder that someone might use, but just how or why was difficult for them to understand or explain

As a result the American Dry Milk Institute, Inc., of Chicago, was organized a few years ago. This organization set out to solve the problems of the industry and find new ways to use dry milk. Fellowships in a number of leading universities were financed and a long series of laboratory experiments underwritten.

Only Trade Ads So Far

What advertising the dry milk industry has done so far has been chiefly through the trade magazines going to the bakery and a few other food fields. A few booklets and some direct mail have gone out to potential users of the product. Ice cream manufacturers have been singled out for special sales attention, as have certain beverage manufacturers—among them the makers of buttermilk.

This unusual and little-known industry has worked quietly and in obscurity for the simple reason that, as one manufacturer put it, there is "no sex appeal" in powdered milk and you "can't bring out annual models." The millions of consumers who get dry milk every day in their breads, pies, cakes, doughnuts, cheese, cottage cheese and even sausages don't know they are getting it, and don't give a hang.

The manufacturers see no way of ever interesting the ultimate consumer in their product, and have no idea of trying. But consumption, because specially trained salesmen are working scientifically to open new outlets, is growing by leaps and bounds; up as much as 96% in a single year.



• She's a good listener—in fact, she's your best listener! Because she has no unfair prejudices, because she's more than willing to listen to a logical, straightforward story! She's modern to the nth degree—yet her home is closest to her heart. She loves to buy things for it—and she buys freely!

She's one of a group of more than two million others whose average age is 25.5 years. RIGHT NOW her buying habits are being formed! Unlike the readers of the older women's magazines who average ten years her senior, she's enthusiastic about new things and she's

avidly interested in new ideas of interior decoration. She'll be buying things for her home ten years longer than this older group!

Therefore, she's your best listener because she's eager for innovation and

she's unprejudiced!

Her favorite magazine is one of Fawcett Women's Group . . . because Fawcett Women's Group magazines reflect her young ideas, her modernism and her open mind.

Let a Fawcett representative tell you more about this excellent advertising

medium TODAY!

FAWCETT WOMEN'S GROUP

SCREEN BOOK • SCREEN PLAY • MOTION PICTURE • MOVIE CLASSIC • HOLLYWOOD TRUE CONFESSIONS • ROMANTIC STORIES • ROMANTIC MOVIE STORIES

1501 Broadway, New York ● 360 N. Michigan Ave., Chicago ● Simpson-Reilly, 536 S. Hill Street, Los Angeles ● Simpson-Reilly, 1014 Russ Bldg., San Francisco ● Geo. M. Kohn, Walton Bldg., Atlanta, Ga.

REPRESENTATIVE FWG ADVERTISERS

FWG ADVERTISERS **Admiration Hosiery** Alviene School of Theatre American Hosiery Mills American School of Music Beech-Nut Burlington Railroad Cadet Whitener Camel Cigarettes Catalina Swim Suits Chesterfield Cigarettes Clopay Jiffyseal Clopay Shade Corp. Crosley Radio Crosley Shelvador Dennison Mfg. Co. **Dundeer Shoes** Fashion Frocks, Inc. Federal Schools Fleischmann's Yeast Gantner & Mattern Swim Suits General Electric Mazda Lamp Greyhound Lines Hanson Scale Co. Harford Frocks Hump Hair Pin Co. Hygeia Nursing Bottle Co. Industrial Rayon Corp. (Spunlo) International Correspondence Schools Jantzen Swim Suits Kalamazoo Stove Co. Kendall Mills Lane Bryant LaSalle Extension University Lettie Lee (Dresses) Linit Lucky Strikes Lux Flakes Maiden Form Brassiere Co. Midwest Radio Mountain Mist Quilting National Trailways Bus System Nesco Enamelware Northern Pacific Ry. Northwestern Yeast Olson Rug Co. Parker Pen Company Parker Quink Perfolastic, Inc. Philip Morris Cigarettes Postal Life Insurance Remington Rand, Inc., Typewriters

Resinol
Rhythm Step Shoes
Rogers 1881 Silverware
Royal Typewriter Company, Inc.
Skour-Pak
Slumbernest Mattress
Smith, L. C., Typewriter
Southern Pacific Ry.
Stein Company, A., Foundation Garments
Univex Cameras

Whiting & Davis Wrigley's Gum

Two Food and Drug Bills Introduced; Copeland's S.5 Will Have Best Chance

Though Administration might favor Chapman's bill, Copeland's is less of a threat to business—Retail price maintenance almost sure—Will Court temper the winds to NRA?

BY SALES MANAGEMENT'S WASHINGTON CORRESPONDENT

Washington, January 9

THE tumult and the shouting starts, the captains and the kings arrive. Congress opens.

During the first two days of the session some 2,500 bills were crammed into the legislative hopper. Even these are but one-seventh of all that will be introduced before the 75th Congress becomes history. And yet even these are four times the number of laws that will come out of the whole array.

Picking out a bill from the mass and saying only this: "This will pass," becomes then a feat bordering on legerdemain and prescience. At this stage of the game this only can be said: "This has a very good chance of passage."

And so some have.

Into this group falls a Food and Drug bill.

Two principal Food and Drug bills have been introduced. One in the Senate by the indefatigable Dr. Copeland and the other by Virgil Chapman, of Kentucky, in the House.

S.5 Has Definite Advantages

Contrary to expectations of even, so it is said, Senator Copeland, the Chapman bill differs from the Senate measure in several ways.

And because of these differences the Senate bill, S.5, seems to have a better chance of passage than the House proposal, H.R.300. Yet there must be taken into consideration the fact that Senator Copeland and the Administration have not in the past been particularly amiable, while Mr. Chapman is an adherent to the White House.

In substance the two bills are much the same. In particulars they differ. S.5 establishes a Food and Drug Administration under the Secretary of Agriculture. H.R.300 places administration of the law directly in the Secretary's hands. S.5 has injunctive clauses against false advertising.

H.R.300 issues injunctions against sales. But the large differences come in the advertising provisions.

The experience last year proved that the Federal Trade Commission plays an important part in the fate of a Food and Drug bill. Senator Copeland and his draftsmen have borne this in mind. Mr. Chapman seems to have neglected it.

F.T.C.'s Powers Not Imperiled

In S.5 the controversial subject of control of advertising has been met by providing for the prohibition of false advertising by injunction. The bill also states differently the offense of false advertisement, which H.R.300 does not do. Previous bills have defined false advertisements as those which are "false or misleading in any particular." That definition, still existing in H.R.300, has occasioned no end of controversy on the ground that when applied to the unlimited field of advertising it was too elastic and encompassed things far beyond the purpose of the bill. Also it would lend itself to unnecessary and unjustified governmental interference in the affairs of business, and imposed upon the Government a job far beyond the Government's financial and personnel capacities to enforce. The statement of the offense in the bill defines those subjects pertaining to food, drugs, and cosmetics which should be under Government control.

There, too, has been controversy as to whether the Food and Drug Administration or the Federal Trade Commission should enforce the advertising provisions.

On the premise that advertisements of food, drugs, and cosmetics are nothing more than extensions of the labeling, S.5 proposes that the control be vested in the Food and Drug Administration which enforces the provisions on adulteration and labeling. But, it does not have the effect of depriving the Federal Trade Commission of

its jurisdiction to proceed against false advertising in such form as to make it an unfair method of competition. In fact, the bill specifically provides that it shall not be construed as impairing or diminishing the powers of the Federal Trade Commission.

This trick of the week in tight-rope walking is a refinement of the compromise reached last year. And is completely lacking from H.R.300.

Considering that it was the absence of just such a provision which killed the bill last year, the Copeland S.5 would seem to stand a much better chance than the Chapman H.R.300. But when politics is considered, the two bills seem to be running neck and neck. Yet it seems almost certain that one of them will cross over into camp grounds and become law.

A bill which will not, in probability, pass, still exhibits a trend toward a type of control which will be bitterly fought should it ever pop up in an important measure. The bill in question is H.R.1575, introduced by Representative Fulmer of South Carolina. It would prohibit the sending of unsolicited merchandise through the

Charitable institutions of any kind are exempted from the provisions of the bill last year, the Copeland S.5 would fall under its control. And direct mail advertising is a large factor in the scheme of our national sales.

Tydings Bill's \$5,000 Fine

But a bill which seems slated to pass is S.100. This is the Tydings bill for the maintenance of resale prices. Mr. Miller, of Arkansas, introduced it in the House with the number of H.R.1611.

The bill is interesting because of the one important change made in the bill as it passed the Senate last session and got tied up in the House. It is this: The new measure provides for a \$5,000 fine for making a resale price maintenance contract without proper state legislation. Which, in view of the recent Supreme Court decision on the California and Illinois laws, is rather interesting. The bill also adds distributors to producers as makers of resale price contracts.

So much for definite legislation. But in prospect is a National Industrial Stabilizer.

(Continued on page 185)

É see where america's FARM WEALTH REALLY IS!

THERE'S NO JIG-SAW PUZZLE about the farm market if you know how to put the pieces together. Ask any seasoned merchandiser! He will tell you that State-lines mean nothing ... dollar-lines mean everything! He knows, for instance, that if the sizes of the States were determined by the relative area of improved farm land, the 13 Upper Mississippi Valley States would "steal the picture". would absolutely dominate America's Agriculture! You can't run away from the fact that these "heart states" alone account for more than half

of the total national farm income. Nor can you deny that a "heart" region farmer earns \$2 for every \$1 earned by a farmer in the other 35 states. 1936 records proved it! And we have plenty of other records to prove that Successful Farming blankets this vast, fertile country . . . as no other farm magazine can hope to blanket it ... and at the lowest rate per page per 1000 RFD circulation in the world! Meredith Publishing Co., Des Moines, Iowa.



CCESSEUL FARMING

LARGEST FARM CIRCULATION in the WORLD'S RICHEST FARM

In Business Papers Your Advertising Dollar Goes to Work...not to Waste

Advertise First in the Papers Men Have to Read!

It's the business papers' job to reach and inform the men who run American business and industry. The men who direct and manage! The men who design, operate and maintain! The men, in fact, who have anything and everything to say about the buying of equipment, material and supplies.

The most for your advertising dollar

Business papers waste no part of your advertising dollar on personal or family appeals. They are strictly business...all business...acting as regular consultants and accepted authorities on business problems. Men have to read them, to keep up.

Having no "dilution" of subscribers, a business paper list has more purchasing power, per reader, than any other form of media. It gives you firsthand contact with department heads and executives —the key men up and down the line. In a word, it achieves "penetration". Every business paper advertisement is, in effect, an extra editorial. An editorial on some important aspect of a man's business, about which he must keep informed. Tell your sales story to Industry's picked men—through business papers, the proven media for making sales!

In McGraw-Hill Publications you will find all the advantages and best features of business papers developed to the fullest extent. Editorial excellence that extends its own prestige to your advertising. Proved readership that insures an interested and influential audience for your sales message. Acceptance by nearly three thousand advertisers who have found that it pays to advertise in McGraw-Hill Publications.

McGraw-Hill Publications

"Where your advertising dollar goes to work...not to waste"

American Machinist Aviation Bus Transportation Business Week Coal Age Chemical & Metallurgical Engineering

Construction Methods Electrical Contracting Electrical Merchandising Electrical West Electrical Wholesaling Electrical World Electronics Engineering & Mining Journal Engineering News-Record Factory Management & Maintenance Food Industries Metal & Mineral Markets Mill Supplies
Power
Product Engineering
Radio Retailing
Textile World
Transit Journal

McGraw-Hill Publishing Company, Inc., 330 West 42nd Street, New York, N. Y.

A Business Paper Advertisement Writes Home



Dear Boss:

Am I dog-eared!

But you warned me that 'ELECTRICAL WORLD' covered this industry from attic to cellar. I didn't know there were so many important guys in any line! And is it humming? — Electric power's making the old all-time peaks look like mole hills!

This is some change from other magazines I've worked in. No rest here, Boss. I'm passed around so fast my staples smoke — fact. Treat me rough, too. Initial me ... tear out my address ... turn down my ear corners.

Saw your star salesman in the lobby yesterday. I was on the way to the Big Shot's desk, and only had time for a wave. "Go get him, kid." says he. "Soften him up for me." You've got a swell gang of salesmen, Boss — we hit it off like that! (And don't forget I save you dough on Traveling and Entertainment vouchers, hey Boss?)

From all the birds who matter in company buying, that 'ELECTRICAL WORLD' hits, I'd say your sales quota was in the bag right now. All the Big Volts and Head Amperes — over 40,000 of them — take a personal, first-hand shot at me. I don't see how those McGraw-Hill boys do it for a fraction of a cent a call, but that's their funeral, hey?

Well, guess I'll hit the desk for a few winks now — I get no chance to relax by day any more. You'll be hearing soon — in orders.

9. Tellem

P. S. This 'ELECTRICAL WORLD' you sent me out with, is only one of McGraw-Hill's 24 business papers. Better look 'em over, Boss. You may be missing some good bets.

Marketing Flashes

[Clock Hides Behind Radio's Petticoats—World's Most] Famous Architect Designs a Factory — New Jobs]

How to Get Plus Sales

Warren Telechron Co., Ashland, Mass., makers of electric clocks, has hit on a way of increasing sales per customer that can be adapted by many lines of specialty wares.

One of the company's imaginative dealers got 80% acceptance from buyers of his radios with this little fillip: One of his hot-cake radio sets retails for \$57. However, he marks up the figure to "\$66.96 complete" and includes Telechron's radio timer clock.

cludes Telechron's radio timer clock. The timer will automatically turn a set on and off for any period up to 10 hours. Listeners can hear their favorite ether entertainment, and only that

Prospects asking for a home demonstration receive a set plus the timer, which is left on top with an instruction tag. Although they didn't ask for the timer, only 20% of the buyers who thus have a chance to enjoy its convenience send it back. More, many buyers return for other electric clocks. Telechron is urging all its dealers to "go thou and do likewise."

Insuring Quota-Busters

Group insurance for every man in the field is enabling the Todd Co., checkwriter manufacturers, to get that extra ounce of effort from them. Eligible salesmen are those who have been employed a year and who have no deficits against their drawing accounts. Sales managers don't need to be reminded that anything which reduces the last item is so much gilt-

edged rapture. Amounts of insurance are based on earnings, another incentive to lunge forward in the traces.

Sickness and accident clauses as well as life insurance are included in the policy, and the company pays a large share of the premiums, which are far lower than regular rates.

Should an employe leave the company, he may convert his policy into any other form of insurance.

Todd officials believe that the added security for their men will make for more contentedness, and more orders.

Phone Booth Relief

People who suffer from claustraphobia and wilted collars in stuffy phone booths will toss a handful of nickels rejoicingly skyward at news of a doorless booth. Instead of glass or wood panels to keep out noise, the booth has a sound absorbent lining. From a few feet away the next man in line cannot hear you getting a wrong number, nor can you hear his muttered growls to "Shake it up there, I can't wait all day." Further, an opening around the base lets in additional air.

Burgess Battery Co., Acoustic division, of Chicago, developed the open front booth and offers it in gray, mahogany, and white colors.

New Plants

Galvin Mfg. Corp., Chicago, has started construction of a new factory and office building there which will enable it to jump its present output of 2,000 Motorola auto radios a day to 3,000. The Motorola home radio, an innovation, will go into production there in April. Back in 1928, when the company was organized, production was five Motorolas a day.

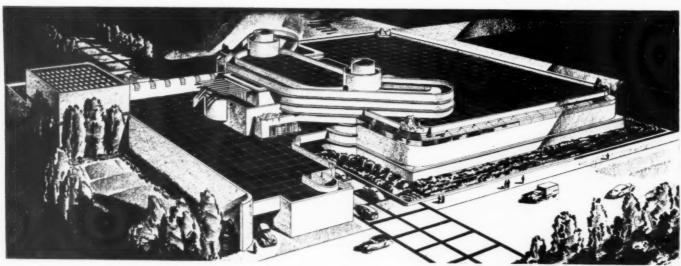
S. C. Johnson & Son, Inc., Racine, Wis., makers of wax polishes, celebrates a 50th anniversary by starting work on a new office. Frank Lloyd Wright, perhaps the world's most famous architect, designed it. His sketch is reproduced herewith.

Architect Wright has a contempt for phony streamlining and pseudo-Modern design, so his building is the real thing. It has no windowed walls, light coming from two bands of glass encircling the top of the wall, plus skylights. These bands are prismatic to diffuse light rays, and cannot be opened. Intake and exhaust of air is through two round "nostrils," running from the basement to above the roof, which will supply cooled air in Summer. Heating is by steam coils beneath the concrete floors, which are virtually converted into radiators.

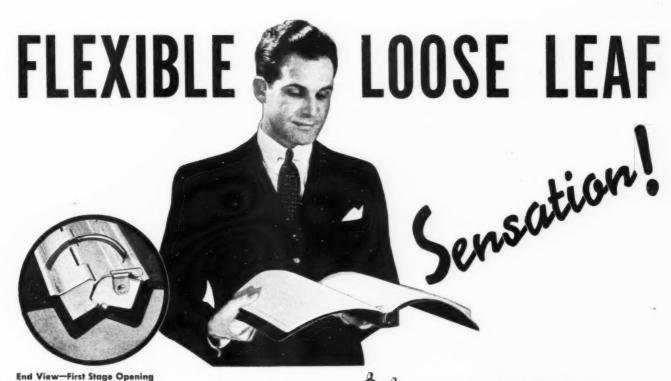
A workroom 210 by 130 feet will accommodate several hundred employes. Ceiling is 20 feet high. Girdling this big room, "in no way inferior to the ancient cathedral," will be a mezzanine gallery with offices for junior executives. Above the main hall is a "kind of pent-house" on the roof for chief executives' offices. There will be no corridors in the building, no dead spaces. The one-story structure at left is a roofed-over car parking lot.

A theatre seating 350 can be used for sales conventions, exhibitions and so forth. It will have facilities for movies, slide films, and even radio auditions.

Johnson expects to move next Summer to its ultra-modern quarters and (Continued on page 181)



S. C. Johnson's new building: Spacious, air-conditioned, sound-proofed, built for tomorrow.



Burkhardt PRONG BINDER

THE IDEAL BINDER FOR

SALES

SALES PROMOTION

ADVERTISING

SERVICE

ACCOUNTING

- ★ FLEXIBLE BINDING for all Purposes
- * STURDY—RUGGED
- * HOLDS SHEETS LIKE A VISE—Pages Won't Spill—Twist—Tear
- * OPENS FLAT LIKE A RING BOOK
- * FINGER TIP RELEASE
- * SHEET CHANGES MADE INSTANTLY Anywhere in Binder without removing balance of sheets
- * LAPPING TWIN PRONGS

Special Introductory Offer

We want you to see and inspect this sensational new flexible Prong Binder. For a limited time we offer one only—(No. 3-490, sheet size $11 \times 8\frac{1}{2}$ ", full 1 inch capacity with standard 3 hole punching

bound in black leathercloth)—at introductory price of \$1.40. Flexible covers also available in $1\frac{1}{2}$ " and 2" capacities. Stiff covers available in 1", $1\frac{1}{2}$ ", 2" and 3" capacities.

THE BURKHARDT COMPANY, Larned at Second, Detroit, Mich.

THE	DIIDKHADD	T COMPANY
Inc	DUKKHAKU	LOWPANI

Larned at Second Avenue, Detroit, Mich.

() Send us your New One Inch Capacity Burkhardt Flexible Cover Prong Binder on 10 days' free trial-price \$1.40 postpaid.

----- ORDER NOW -----

() Also quote on_____

FIRM_

ORDERED BY_

ADDRESS.

CITY_

STATE

The other night, at the Movies...

Collect The Active Market THE CROWLL PUBLIS OF THE COUNTRY HOW

flash in a newsreel the other night reminded me to tell you once more that reminded me to tell you once more that are those great crowds at sporting events are great markets. Active type. wwhat magazines do they read? Well, We've checked up on it, queried spectawe've checked up on it, queried spectation tors at 24 major sporting in preference collier's was voted first in preference among 13 leading magezines."

"And who will make 1937 a banner year for the movies? Active people Hollywood, Calif.-with admission price in purse. A check-up with sumission price in purse. A checked in an eastern city by yours truly the that collier a readers there are the the that Collier's readers there so to the movies 51 times a year. Their non-

"And who will buy them first? Not when the Detroit, Mich .-they get around to it, or when the they get around to 1t, or when the first? neighbors shame them into it, but nwell, we can tell you who will buy them first.

mof 400 Collier's-reading femilies questioned, 70% own their non-Collier's was found among the sverage age of the neighbors. was round among their non-collier. B
neighbors. The average age of the
neighbors femily car is two years.
Collier's femily—three veers. first. Collier's femily three years."

MR.X

P. S. If there's snything in particular you'd like me to find out for you reyou.u like me to lind out lor you re-

HOM

Industry Program

Trade Winds—What America's Executives Are Thinking, Talking and Writing About

Advertising Job

I should guess-and this is only a guess that national manufacturers will spend on an average of between 10% to 15% more in advertising in 1937 than they did in

During 1937, in my opinion, business management is faced with the problem of selling the business behind the product, of telling the public the real story of the place of business in our economic life. It is not a job which can be done by an association or by group action. It must be done by individual business heads. They must devote some of the time and effort they have so successfully used in selling their products to selling their right to live.
Paul B. West, Pres.,

ciation of National Advertisers.

Buyer's Mood

The general buying psychology of the great mass of the people is improved and they are in a receptive mood to consider good values and listen to the seller's story.

—Joseph Wilshire, Pres.,

Standard Brands,

Progress of Culture

The piano industry in particular and the music industry in general have had their full share in the upturn of business, which took place in such a marked degree during 1936. Our industry is so closely identified with the educational and cultural development of our country that its roots strike deeply into our soil.

Hermann Irion Gen. Mgr., Steinway & Sons.

Buyers Wait

At present, more than 64,000,000 Americans have policies aggregating more than \$104,000,000,000 in force in the life insurance companies of this country. the so-called saturation point in life insurance has not been approached.

—Leroy A. Lincoln,

Metropolitan Life Insurance Co.

People and Cars

Despite the gain in automobile registra-tions, the increase has not given us any more motor vehicles in ratio to population than we had in 1930. In that year registrations totaled 26,545,000 cars and trucks, while the estimates for 1936 range from 27,500,000 to 28,000,000. Meantime population has increased by 4,700,000. As against 4.64 persons per car in 1930 the present ration would seem to be about 4.7 persons per car.

—Alvan Macauley, Pres., Automobile Mfrs.' Ass'n and of the Packard Motor Car Co.

Social Security Bonus

"We are producing more typewriters to-day than in 1929 and the output of business machines during the last thirty days has surpassed all previous records. Some of the demand arises from the record requirements of the Social Security legislation.

—James H. Rand, Jr., Pres. and Chm'n., Remington-Rand, Inc.

Industrial Gyroscope

Now we pass to another problem that challenges our ability, experience and imag-ination and demands the most intelligent cooperation of all concerned-the problem of injecting into our national economy a greater measure of stability.

—Alfred P. Sloan, Jr.,

Pres., General Motors Corp.

Good Neighbor

Most of the products of the countries of the west coast of South America are noncompetitive with ours or not economically produced in the United States, while they in turn could more largely buy our manufactured products in return for our larger purchase of their raw materials which we require.

-D. Stewart Iglehart, Pres., W. R. Grace & Co.

Patman Reflex

The Robinson-Patman act will have important effects on the customary practices of the distributive trades, but most retailers agree that the objective of the law is sound, both in the interest of the general welfare and in the interests of retailing. Certainly, price concessions by manufacturers that are related to economies or services provided by the distributor are subject to monopolistic abuse and should be outlawed.

In those states where price fixing is per-mitted, a growth of cooperative stores may be expected, since this movement flourishes in those countries of the world where dis-

tributive monopolies have been legalized.

—Percy S. Straus, Pres.,
R. H. Macy & Co., Inc.

Credit Problem

The credit manager of 1937, if he be alert, will analyze very carefully the strike

probabilities in the territory he serves.

—Henry H. Heimann, Exec. Mgr.,
National Association of Credit Men.

Prices and Wages

Spokesmen for business have recently embraced, by resolution, the sound economic principle of expanding production and employment in open competitive markets through adoption of a policy of relatively low prices and high wages. Will those resolutions be translated into action by the necessary instructions to sales executives and trade associations controlled by these spokesmen?

-George A. Renard, Sec.-Treas., National Ass'n of Purchasing Agents.

Low Cost Housing

In my estimation, a nation-wide homebuilding program to meet the needs and requirements of those in the lower-income brackets-both as to standards of construction and sound financing-might prove to be a most important factor in solving many of our economic and social problems, as well as increasing living standards generally among the great mass of American wage earners.

-David Moeser, Pres., National Retail Dry Goods Ass'n

This past year has seen a rate of increase in the heavy industries approximating five times that in the fields of consumer goods and services. Industry will continue to utilize in every way modern methods and technical equipment to improve quality and lower manufacturing costs. This will make possible a progressive program to increase real wages and lower the price to the consumer with a resultant increasing volume of production and increased employment. As part of this program, industry, conscious of its social obligations, will further develop tits human relations with employes, with customers and with the public.

—Malcolm Muir, Pres., Mc-Graw-Hill Publishing Co.

Power

The prestige and influence of the United States in international affairs was never greater than today, and never was used more widely to promote peace and to restore nor-

mal conditions of trade among nations.

Thomas J. Watson, Pres., International Business Machines Corp.

Machines and Men

Of all ways to open avenues of employment, none has been found to equal the employing power of the mechanized industries that now furnish the means for the

amazing variety of comforts necessary to our present manner of living.

—Clayton R. Burt, Pres., National Machine Tool Builders Ass'n, and Pres., Niles-Bement Pond Co.

Plus 2c a Box

To try out the sales possibilities of lemon juice, soda and water, Exchange lemon growers have assessed themselves an additional two cents a box for the season, allowing us a fund of about \$105,000 for this express purpose. The use recommended by Sunkist to consumers is lemon with soda

and water as a laxative and tonic.

—W. B. Geissinger,
Adv. Mgr., California
Fruit Growers Exchange.

Trading Up

America is buying better goods. It will

be increasingly true in 1937.
—William O'Neil, Pres., The General Tire & Rubber Co.

Fresh Air

The taste the public has had of air conditioning in public buildings, theatres, restaurants, railroad cars, department stores, and other mercantile establishments, makes air conditioning a "must" in all new resi-dential buildings above the very lowest bracket, and in all major remodeling work.

—L. R. Boulware, Vice-Pres.

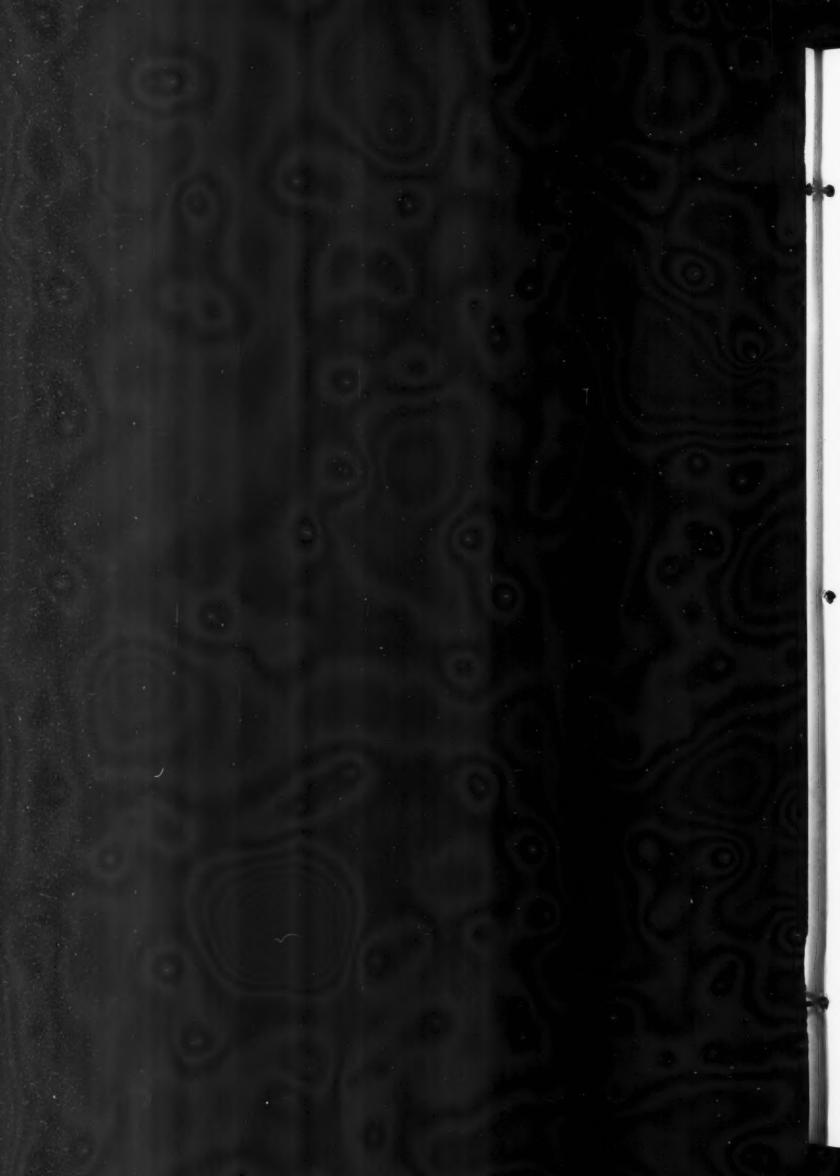
and Gen. Mgr., Carrier Corp.

Ready for Boom

The oil-burner industry never has experienced a real building boom. The last big building market was tapering off in 1927, before oil-heating equipment really was perfected or accepted by the public, and before a proper distributing and servicing system had been established. Today these are ready, and the industry will profit by the 60% increase in residential building forecast for 1937.

T. A. Crawford, General Sales Manager, Timken Silent Automatic Division, Timken-Detroit Axle Co.





"Our Sunday Paper"

TO NEARLY A MILLION FAMILIES!

Comparatively few of the world's good products are bought, paid for and "used" regularly, week after week, in as many as a million homes.

Newspapers selling at 10c a copy which come within that charmed circle merit star rating. For there's a multiplied customer-following involved; not individual buyers alone—but families of buyers . . .

Families of buyers—close to a million of them in the case of the Chicago Sunday Herald and Examiner—who can be made to want your product through the columns of what they all call "Our paper."

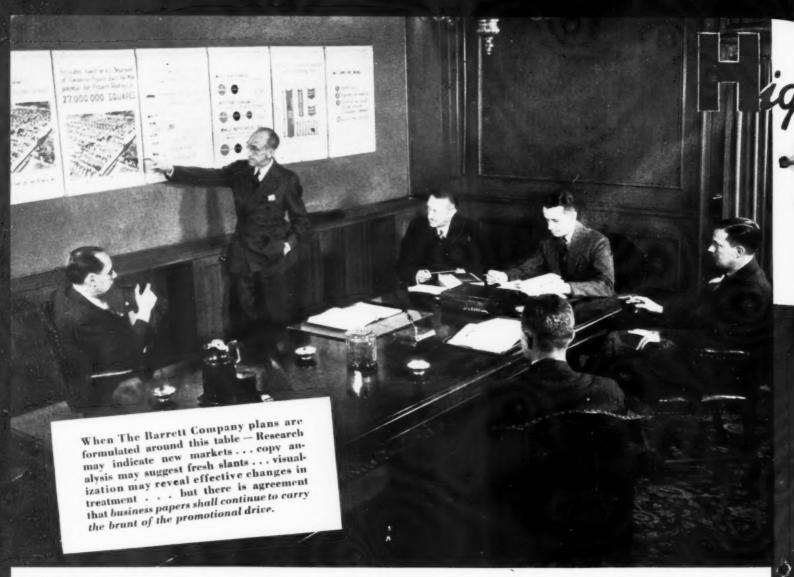
CHICAGO HERALD AND EXAMINER

Rich in "Vitamin V"

NATIONAL ADVERTISING REPRESENTATIVES

PAUL BLOCK AND ASSOCIATES

NEW YORK DETROIT PHILADELPHIA
CHICAGO BOSTON CINCINNATI
LOS ANGELES SAN FRANCISCO



With K. A. Brautigam, Barrett Account Manager, at this McCann-Erickson meeting—E. C. Donegan, Group Supervisor; L. D. H. Weld, Research Director: L. Stanford Briggs, Dean of the Art Staff; C. A. Posey, Copy Chief; and W. H. Conine.

Number 3 of a Series

. . . of discussions on typical jobs good business paper advertising has done . . . prepared by advertising agencies of wide experience in the use of business paper space and sponsored by these outstanding business papers:

AMERICAN BUILDER and BUILDING AGE, Chicago

BAKERS WEEKLY, New York

BLAST FURNACE and STEEL PLANT, Pittsburgh

BOOT and SHOE RECORDER, New York BUILDING SUPPLY NEWS, Chicago

CHEMICAL & METALLURGICAL ENGINEERING, New York

COAL AGE, New York

FOOD INDUSTRIES, New York

THE FOUNDRY, Cleveland

HOTEL WORLD-REVIEW, New York

THE IRON AGE, New York

KEYSTONE, New York LAUNDRY AGE, New York MACHINE DESIGN, Cleveland MACHINERY, New York

THE JEWELERS' CIRCULAR-

NATIONAL PETROLEUM NEWS, Cleveland

THE NATIONAL PROVISIONER, Chicago

Chicago
THE PAPER INDUSTRY, Chicago

THE PAPER INDUSTRY, Chicago POWER, New York

RAILWAY MECHANICAL ENGINEER, New York

SALES MANAGEMENT, New York STEEL, Cleveland

GOOD BUSINESS PAPERS
HELP MAKE GOOD BUSINESS



During 193 paper space

mets are b

A selectivity of business apper medium invaluable for diverse Barrett Company line

More than 70 publications on schedules. Read what H. K. McCann, President of McCann-Erickson, reports:

McCANN-ERICKSON INC.

ADVERTISING



285 MADISON AVENUE · NEW YORK

November 25th. 1936.

Mr. Raymond Bill, Editor Sales Management, New York City.

Dear Mr. Bill:-

I am indeed glad to give my views regarding business papers.

We at McCann-Erickson serve upwards of 75 clients who take space in trade or industrial publications. About half have one or more products of such nature that chief reliance for their promotion falls on this medium. Tested on these clients' schedules, business papers have proved their worth over and over.

The Barrett Company's experience is a case in point, for during our 32 years of service to this advertiser business papers have been consistently employed. A factor determining the use of such publications is their remarkable selectivity. Barrett products number more than a hundred, and are so diverse that they must be sold through many different factors to many different industries.

For instance - there's Tarvia, bought primarily by highway engineers . . . Naphthalene, sold through druggists . . . roofing products, promoted to builders and architects . . . not to mention a variety of chemicals used in rubber, paint, soap and other unrelated industries. It is not surprising to find Barrett schedules actually listing more than 70 publications, only 8 used for more than one of the 11 classifications of products.

This selectivity not only provides low-cost coverage . . . it makes possible copy that talks in explicit terms. And, decidedly important, it permits the allocation of expenditures in close line with the sales possibilities of items making up the Barrett line.

This agency's long experience demonstrates that, as with Barrett, noteworthy results may follow the wise use of business papers, be they treated as "main job" or supplementary media, promoting one or many products.

Sincerely yours,

HKM-K

IN TRE UNITED STATES. NEW YORK, CLEVELAND, DETROIT, CHICAGO, DENVER, SAN FRANCISCO, LOS ANGELES, SEATTLE, PORTLAND, ORE. IN CANADA: MONTREAL, TORONTO, WINNIPEG, VANCOUVER. IN EUROPE: LONDON, PARIS, FRANKFORT, a. M. IN SOUTH AMERICA: BUENOS AIRES, RIO de JANEIRO

During 1935 McCann-Erickson used for its clients many hundreds of pages of business pager space. The Barrett Company products shown in these representative advertisements are but a few of the many products serviced by this agency which have benefitted by the large sales potentialities in the readership of American business papers.







Telescope Turned on Profits: The training course for Fidelity "Career Men," prepared for field representatives of Fidelity Investment Association, of Wheeling, West Va., is contained in this handsome, sturdily constructed case which telescopes small enough to fit a coat pocket. The label is red flint-glazed paper, printed in silver ink, and the box is covered with alligator skin fabricoid.



Foundation Stones: These six manuals are fundamental in training Fidelity's salesmen. They are supplemented by a program of personal instruction under the joint supervision of district managers, supervisors, and home office officials. Each manual is a crystallization of the ideas of star salesmen over a period of a quarter-century. Printed on expensive paper in two colors, they are sized to fit the pocket: $5\frac{1}{2}^{\prime}x8^{\prime\prime}$.

Fidelity Silver Anniversary Drive Sends Sales to a Six-Year High

A new and complete sales training plan was the foundation upon which Fidelity Investment Association this year successfully accelerated the sales pace of the entire organization.

HEN an institution attains its silver anniversary, it is an occasion worthy of special recognition. If the event is adopted simply as a means of cutting a birthday cake, a precious opportunity for sales development has been wasted. This is the conviction of Ray B. Goetze, sales promotion executive, who directed the silver anniversary celebration of Fidelity Investment Association, Wheeling, W. Va., throughout 1936.

"Having progressed from 1911—when our assets totalled \$62,000—to 1936, when our resources exceeded \$30,000,000," he says, "it seemed to us that our silver anniversary presented an opportunity to step *up* the pace. In place of a celebration, therefore, we pledged ourselves to a program of acceleration."

Fidelity lived up to its resolution, shattered one sales record after another

and brought its volume to a six-year

To be sure, the anniversary was appropriately recognized through a score of planned promotional activities. Special stationery was designed, engraved and embossed on bond paper in burnished silver and black, with overlapping silver medallions in the lower left-hand corner of the letterheads. Solid silver medals commemorating the anniversary, and honoring Joseph F. Paul, founder, were cast and dis-tributed as awards to leading representatives. The event was signalized in a commemorative message distributed throughout the country to the association's thousands of contract-owners. Silver anniversary certificates were issued for distinguished service in the field organization. Silver anniversary luncheons and dinners were held, and metropolitan newspapers carried releases concerning the history and progress of the 50-year-old institution. Yet, two major accomplishments overshadowed all other activities:

One was the completion, publication and distribution of an elaborately printed and illustrated "Training Course for Fidelity Career Men."

The second was the introduction of a handsome visual portfolio embodying the cumulative knowledge of 25 years' experience in the field.

Both were prepared under the direction of Ray Goetze with the collaboration of Carroll D. Evans, vice-president and director of agencies—plus the national agency organization, and experts in the related fields of sales training and visual presentation. They were "home made" in the sense that every idea expressed was based on the actual experience of more than 1,000 successful Fidelity representatives and sales excutives. They were "professionally prepared" to the extent that skilled outside counsel contributed their experience.

Fidelity Investment Association offers a plan designed to provide income for emergencies in life and the contingencies of old age. It offers to men and women of average means a systematic method of saving by which they may accumulate sums from \$2,500





RUE TO THE IDEALS OF AMERICAN JOURNALISM



To Bring the News

1847 . . . The Picayune announces the Mexican war's end—and scoops the world. The news was brought by pony express service—established by ingenious George W. Kendall, a founder of The Picayune, and his own war correspondent. Daily war dispatches came first to The Picayune. And this paper printed the actual peace treaty several days before the President saw his official copy.



To Battle for Our Beliefs

1862... New Orleans has fallen. In the teeth of the Northern guns, The Picayune continues to support the cause they believe to be right. So vigorously, so tellingly, that the Northerners suppress the newspaper—guard it—forbid a single person to enter, lest the power of The Picayune undermine their conquest.



To Aid Humanity .

1882 . . . Floods on the Mississippi! Thousands homeless... helpless...starving. No Red Cross, no government relief. The Picayune charters a river boat, loads it with supplies, saves hundreds of lives. Then The Times and Picayune began the fight for flood prevention. Today New Orleans and all the Valley are protected from flood dangers.



To Promote Commerce

1884 • • • "Reconstruction" still lies heavy upon Southern commerce. Then The Times plans and promotes the World's Exposition and Cotton Centennial. The nation's eyes turn to New Orleans. Northern industrialists awaken to the new opportunities here. Electricity is introduced. The Southern lumber industry begins. And from this Exposition the new thriving South is born.

The Times-Picayune

IN NEW ORLEANS

The centennial issue of The Times-Picayune appears January 25th, commemorating 100 years of continuous publication, except for the brief suppression during the War Between the States. Today circulation and linage figures prove the established leadership of this newspaper in the South. Yet these cold figures point to a far finer and more gratifying leadership: the acknowledged influence and force of The Times-Picayune and the high place it holds in the hearts of its readers.



up. Like an insurance policy, the principal sum is guaranteed. Unlike insurance, however, the plan is designed to afford protection from the dangers of living too long; and Fidelity representatives must strive to help each prospect overcome the habit of procrastination in beginning and maintaining a systematic savings program.

The plan is also used to create educational funds, business reserves, home building funds, and to act as financial backlogs for both emergencies and op-

For all of these applications, the Fidelity man must employ a wellbalanced combination of appeals, many of which are necessarily emotional in character. Accordingly, if these apcollapsible fabrikoid container. Each is printed with an extra color for typographic decoration and illustrations, having a heavy cover, printed in a distinctive color so that it may be instantly identified or selected.

The titles and subjects of the six sections are as follows:

SECTION ONE A Job-or a Career

An inspirational booklet, designed to inspire the salesman with a greater appreciation of his job, his personal opportunity, and the tremendous widespread need for Fidelity's income reserve plan.

SECTION TWO Selling Your Way to Success

A basic training in practical selling prin-

HIGHER EDUCATION DAYS HUGE DIVIDENDS LIVING WHO'S COLLEGE 91% FOUND JOBS BEFORE GRADUATION THE DIFFERENCE IN LIFE-TIME EARNINGS BETWEEN THE UNTRAINED MAN AND THE COLLEGE GRADUATE IS es dry on the diplomas of the 1931 close of solution School of Business Administration and by remove industrial organizations— memological of the ichool year. 130,000

Picture Book: Fidelity Investment Association supplies its men with this visual sales presentation. It is divided into sections according to subjects and types of appeals. Above is a double spread in the educational division. Bound in leather loose-leaf binders, made by the Heinn Co., Milwaukee, the portfolio has a zipper cover. Pages measure 9"x12", and are printed in two-color offset. A careful balance is maintained between emotional appeals and factual proofs.

peals are to be most effectively used, they must be employed by representatives who understand and experience the very emotions they intend to create. So, in addition to its factual or technical values, it was necessary for the training program to be presented in a strongly inspirational style of writing.

Fidelity called in Will H. Connelly to do the job. Mr. Connelly, whose experience embraces the training of more than 1,000,000 salesmen, was formerly a staff writer for the corporation training division of LaSalle Extension University, and is now a member of the firm of Connelly & Duensing in Chicago.

The training program consists of six illustrated manuals, 51/2" x 81/2" in size, and averaging 55 pages each. The six manuals are presented in a black

ciples, in which the representative is shown that salesmanship is not a monologue but a dialogue between himself and his prospect -an exchange of information and opinions in which the representative supplies his prospect with sufficient information about the advantages of the income reserve plan to enable him to adopt it. Five principal decisions in the interview are emphasized: (1) The need for a systematic plan of savings. (2) The income reserve plan as a guaranteed means to fulfill this need. (3) Fidelity Investment Association, as the institution behind the plan. (4) The absence of any "cost." (5) The necessity for immediate adoption for immediate adoption.

SECTION THREE Money for Every Human Need

A presentation of the fundamental appeals employed in presenting the need for a systematic positive method of accumulating money from earnings. Appeals are based on old age hazards, the \$130,000 value of a college education, financing plans for building, purchasing or remodeling a home, reserves for business and professional requirements, opportunities emergencies; travel and vacations.

SECTION FOUR The Plan That Makes Life's Dreams Come True

A simple, interesting, convincing method of presenting the income reserve plan, pointing out the weakness in unsystematic efforts to save, the extreme hazards of successful self-investment of funds, and the "secret of saving," by sending a few dollars ahead each month through the years to provide for future needs.

Part 2 presents the history of the institution, charting its growth, its constant progress through years marked by wars, de-pressions and prosperity; how it has met every obligation without exception at maturity, and never, at any time, borrowed one dollar of outside capital; names of prominent contract-owners including Federal Reserve officials, bank officers, insurance executives, business leaders, etc.

SECTION FIVE How to Win the Final Decision

The first part disposes of the "I Can't Afford It" excuse, through demonstrations to the prospect that he is increasing his assets rather than decreasing them; he is making himself richer instead of poorer; he is—as a young man—dividing his in-come with the old man he is destined to

Part 2 dramatically presents closing technique in terms of man's universal weakness—procrastination.

SECTION SIX Successful Prospecting

A complete handbook in methods of suc-cessful prospecting, emphasizing the "end-less chain" recommendation of one contractowner to another-plus the vital element of self-management and business management in maintaining prospect records and syste-matically following them up.

Each of the six sections has been illustrated with a number of line drawings and charts, most of them printed in two colors, which have been included, not for their decorative quali-ties, but because of definite merit in training the representative—in visually presenting ideas or background material of value in conducting a successful interview.

One point which has been emphasized in connection with the problem is that it is not a reading course; it is a training course. Fidelity is not satisfied to have its representatives read the manuals in the program. They must study them-and prove that they have mastered the facts, the ideas and the methods presented in each of the sections.

This is done by means of a series of tests which accompany each of the six training sections. These are not questions which can be answered with a yes or no. Each problem duplicates a true-to-life selling situation in which

(Continued on page 169)

The MVISIBLE tag

At least half the merchandise in Iowa stores, from coffee to automobile tires, bears an invisible tag:

"To be bought by a reader of The Des Moines Sunday Register."

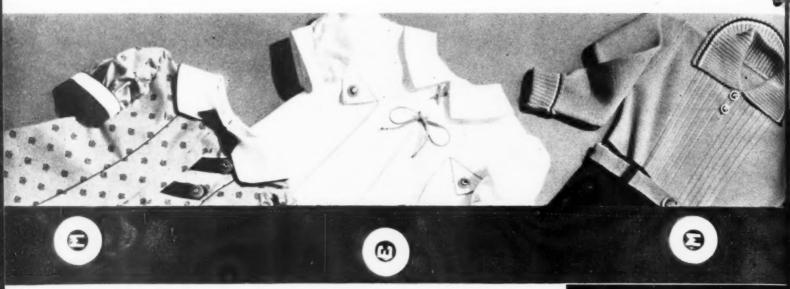
Stand behind the counter of an average Iowa retail store. Every other customer who walks in the door is a Sunday Register reader. It doesn't matter in what part of Iowa you are. Coverage of all families is more than 20% in 95 out of 99 counties ... state average 47%.

Every year Iowans buy more than 600 million dollars worth of retail merchandise. greatest single influence on their purchases is advertising in the well read columns of The Des Moines Sunday Register. Iowa retailers recognize this fact from experience. They know its effect upon their own customers.

With more than 300,000 circulation, The Des Moines Sunday Register hangs up visible sales results for alert advertisers who also mark their names on the "invisible tag" . . . and at the lowest milline rates in Iowa.

The Des Moines Register and Tribune

DESIGNING TO SELL



No Mix-ups: Signa Grams are initial buttons for men's, women's and children's clothing that provide unfailing identification. Made of Bakelite cast resinoid in a variety of colors, they are recessed so that any initial may be snapped into place by a sales clerk. Initials have a 24-carat gold finish which has been coated with a Bakelite enamel as protection against rust, tarnishing and the other maladies bestowed by laundries. Buttons are being supplied by Signa Gram Corp., New York, for shirts, blouses, dresses, pajamas, gloves and beach wear. They promise to end disputes on who is wearing which garment and thus contribute to harmony in the home. The illustration shows a trio of children's dresses Signa Grammed, with a close-up of the buttons below.

Washies: Cannon Mills puts six wash cloths of assorted colors in specially designed boxes for gifts and bridge prizes. They are priced to retail at 59 cents to \$1. First consideration was given to the packages' display value. When open on store counters they exhibit the "Washies" in their rainbow colors to maximum advantage. By elevating such homely items from humdrum necessities to the class of gift novelties, Cannon earns the good will of merchants and, inevitably, added trade.

What's the Score?
With the bridge chips,
at left, keeping track of
contract scores is as easy
as knowing winnings at
poker. They were designed
by Ely Culbertson, who
should have definite ideas
on bridge. The container
and chip rack, both of
molded Bakelite, are by
Mack Molding Co. and
Harry Davies Co. respectively. Chips are made by
Midwest Products Co.

Dual-Purpose: Gillette
Safety Razor Co. places
50 blades in this elegant
case which becomes a cigarette container that men
would delight to carry by
day or night. The case
holds 17 fags, has its edges
rounded suavely, and won't
scratch or nick when
rubbed against coins or
keys. It is molded Durez.

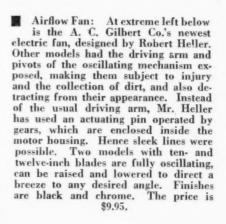


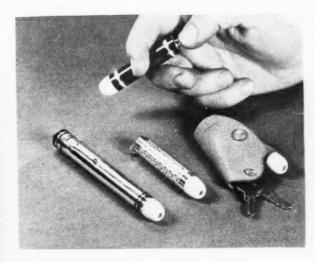
Colored Bottles: (Right)
Djer-Kiss Parfum Moderne is
one of the first cosmetics to use
applied color on hand-blown bottles. Vadsco Sales Corp., Long
Island City, American distributors
for Kerkoff, Paris, engaged the
packaging research division of
Owens-Illinois Glass Co. to design
both bottle and package. The applied color band on the bottle is
matched by a similar band on the
carton. A matching band is the
chief decorative feature of the
powder box. Black molded caps
set off the bottles.





Through a transparent window in the new black and white carton, designed by the Robert Gair Co., the Martex Dry-Me-Dry dish towels parade their attractive presence. A set of four towels is in each box. Wellington Sears Co., New York, makes them—another every-day product that has been given snap through styling.



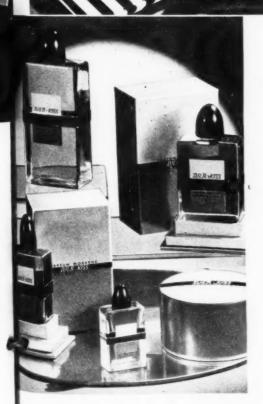


For Stay-out-Lates: To find a keyhole in the dark, for peering into
a mail box, or anywhere a little illumination would help, this midget
searchlight is exceedingly handy. The
light is not thrown out, but diffused
through a tiny Plaskon shade. As
illustrated, it can be inserted in a
pocket key container, or fastened to a
pocket like a fountain pen. Micro-Lite
Co., Inc., New York, is the maker.
Mack Molding Co. did the molding.

Crumple-proof: Each of the "stripes" holds a single cigarette. Each stripe is a separate compartment joined to the others by a strong elastic cord. Owners merely bend the case and take a smoke from the particular section exposed. There isn't a chance of any cigarette becoming mussed up. The cases are of Plaskon in a diversity of color combinations. Manufac-

tured by Krischer Trading Corp., New York, and molded by Accurate Molding Co., Brooklyn.

Electric Sink: Below is General Electric's combination electric dishwasher and Disposall "in one utilitarian package." The sink washes dishes, glasses, silver, pots and pans, and dries them. All waste and garbage, even to big bones, go right down the Disposall to be ground fine and washed away. Dishrags and dishpans and the smelly old garbage can are eliminated—not to mention hours of time saved. Various sizes and styles are available.



ng ors he of

gn

Unit Kitchen: Keynote of GE's kitchen fittings is flexibility. There are six basic sections—range, dishwasher, sink, refrigerator, cabinet, and a corner section, but these may be added to and modified to fit any room or purse. Each section is standard in width and height. Particular sales effort is being made to induce apartment owners to modernize

their buildings with these units and gain a fresh renting argument.



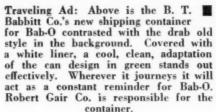




DESIGNING TO SELL





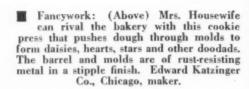




Aces: With millions of households boasting automatic refrigerators, and most women owners frequently mixing batches of ice box cakes, these molds, illustrated above, have a wide market. They are of bright tinplate, therefore cost little, and come in clubs, diamonds, hearts, and spades. Mixtures are inserted in the molds, clipped together by the clips. When chilled, individual cookies are sliced off one at a time. Edward Katzinger Co., Chicago, is the manufacturer.

Super Rolling Pin: Kol-Rol is the name Imperial Brass Manufacturing Co. has bestowed on its chromium-plated brass, streamlined pin. Handles are Bakelite. Mother never made pies and bread with such a tool, but she no doubt wished for it. Openings at either end permit insertion of ice water or ice cubes which—as any chef will tell you—contributes a great deal toward fine bakings. Besides being far better looking, the Kol-Rol is a more lethal weapon than the familiar wooden pin if controversy invades the kitchen.

Sunday-Go-to-Meeting Clothes: George Weston, Ltd., presents a new package for another assortment of English quality, cream-filled biscuits. The simple, colorful design is in pleasant harmony with the name, Peacock Creams. Robert Gair Co. executed it.



Taste-Teasing: In the upper left hand corner are the Lippincott Co.'s fresh bottles of tomato juice. The crinkly glass prevents slipping and adds highlights through which the red juice shines out invitingly. Purposely the label occupies only the upper portion of the bottle neck, so as to give the largest possible display to the contents. Bottle and label by packaging research division of Owens-Illinois Glass Co. for the Cincinnati packing firm.



"In the News" means "In Demand"

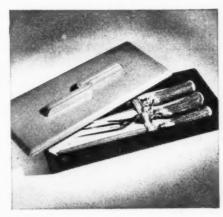


... Use Packages that Make "NEWS"

IN THE effective merchandising of many kinds of goods, cleverly designed containers not only help sales, but also win publicity in the news columns of trade papers and consumer publications.

A typical example is the doublepurpose container of lustrous Bakelite Molded used for the Remington carving set. The jet black box with a rich red cover displays the cutlery to great advantage, and has an additional sales appeal because of its permanent usefulness as a convenient and attractive box for handkerchiefs. gloves, stockings or other articles.

The rapidly increasing use of Bakelite Molded double-purpose containers for consumer goods of every variety proves how successful they are in stimulating sales. Regardless of the class of products that you make or handle, it is more than probable that it would pay you to investigate the use of Bakelite Molded containers as an aid to sales. We would be glad to consult with you and see what possibilities they have for your business. We also invite you to write for 48-page booklet 26 M, "Bakelite Molded".



Carving Set in lustrous black and red Bakelite Molded box, designed by John Vassos for Remington Arms Company, Inc.

BAKELITE CORPORATION, 247 PARK AVENUE, NEW YORK, N.Y. BAKELITE CORPORATION OF CANADA. LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

BAKELITE

**Do regulated trade marks shawn above distinguish materials

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THE MATERIAL OF A THOUSAND USES

JANUARY 15, 1937

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The BARRON COLLIER INTERESTS

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TO NEW AND COMMODIOUS QUARTERS

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1937

Street Railways Advertising Company

745 Fifth Avenue, New York Eldorado 5-6701

Dealers Help Harry Rolnick Test and Perfect a New Product

Hundreds of dealers took part in the development of Byer-Rolnick's "Resistol" sweat-proof hat. When it was finally unconditionally guaranteed, these retailers pushed it with zest, for they already knew all about its unusual qualities.

ONFIDENT that eventually he would perfect a man's hat which would keep perspiration from seeping through to the band, Harry Rolnick tested his promotion methods and selling program while he was perfecting the hat itself, and that took seven years. Moreover, he made merchants of the Southwest participants in the hat's gradual perfection, so that last year when the hat emerged sweat-proof, the potential retailers had themselves seen the hat tested, felt they had a vital part in its development—in short, were 100% receptive.

Resistol, the new chapeau is called, because "it can take it," and although Byer-Rolnick Co., of Dallas, makes a variety of other hats, this one is the star performer. Since its development, Byer-Rolnick has shown a 51.2% increase in sales in less than a year. One-third of the new volume has come from the East, where consumers have proved in the past that a hat which can stand the hard tests of the Southwest has a good home in cooler and less sweat-producing climates.

Separate Sales Set-up

The company has two sets of sales representatives. One sells the bulk of Byer-Rolnick headwear. The other group sells only Resistols. "This," said Mr. Relnick, "is because salesmen selling Resistols might be so sold on them, since they have outstanding talking features, that their sales would fall off in our other hat types. In this way we keep up sales on all types which we manufacture. Very often our representatives of the two classifications will call on the same customers, but their sales stories are different, and they both make progress."

Current campaign for Resistols is based on promotion try-outs made in the past. Spot announcements are being made over radio stations WFAA, Dallas; WOAI, San Antonio; WKY, Oklahoma City; and KVOO, Tulsa.

Institutional copy is running in Southwestern Retailer.

Direct mail is proving a productive part of the campaign, dealers themselves furnishing the mailing lists. The direct-mail booklets, of which some 200,000 went out to consumers last season at no cost to retailers, explain the testing of the hats and illustrate specific models. Quantities of booklets mailed free are, of course, in proportion to the size of each retailer's orders.

The company has a policy of support to dealers on any newspaper



Harry Rolnick . . . babied a hat with a new talking point.

program in keeping with the amount of merchandise they order. The 1936 newspaper appropriations have been especially large because of the success most merchants experienced last year with the hats. Among newspapers running such dealer advertisements paid for by Byer-Rolnick are Oklahoma City Times, Tulsa Tribune, Dallas News, Dallas Times-Herald, San Antonio Light, and Houston Post.

Elaborate window panels are likewise part of the dealer aids furnished by Resistols. The panels stress the hat construction, and are designed so that all the display man has to do is set them up and insert hats in the panel openings. を かいかん かんしん

The hats themselves are made in four price ranges: \$3.95, \$5, \$7.50 and \$10, the \$5 price being most popular at present, \$3.95 second and the \$7.50 price popularity slowly rising. There, again, testing has been a determining factor with the higher-priced hats being manufactured as the quality demand for them necessitated it.

The hat construction is unusual not only in its resistance to the brow's honest sweat, but in its flattering conformance to ideal head shape. Every man does not have a perfectly shaped head. But round heads and long heads want to look oval, or average, in a hat. The rubberized fabric strip that folds over thread, retarding seepage of oil and perspiration in Resistols, is attached directly to the hat body, but the leather band is not directly attached to the hat itself (though a casual glance would make you think it was). This lets the leather band conform to the round and the long head while the hat itself keeps its neat oval.

Dealers Helped Mother It

During the seven years of tests, when, for instance, the factory laborers donned the hats during their Summer work days, merchants were made participants in the project in this manner. Resistol salesmen approached them with the proposition:

"We are experimenting with a sweat-proof hat. We want you to offer them to your customers as an experiment, and to keep a record of their reactions. Their reactions will be valuable to us in improving the hat. Let them try the hats, and if they are not actually sweat-proof, and if they do not actually retain their neat appearance longer than any hat that they have worn before, we will refund your customers' money and thank them for their tests and comments. We do not guarantee the hats to be sweat-proof, yet, but we do guarantee to replace all Resistols which do not prove to be sweat-proof."

Now that the company does guarantee without reservation the hat's sweat-proof and conforming qualities, all is merry on the sales front; for the retailers, having watched the hat's construction progress, have almost as much pride in and as much knowledge of the hat as Byer-Rolnick.

This retailer warmth for Resistols was accelerated with sales manuals outlining each year's plans for the hats—and since that sales manual test



Quicker TURN-OVER! Increased VOLUME!! Greater PROFITS!!!

1. Mr. George J. DeBold, Secretary of the Polygraphic Company of America. 14 years advertising and sales executive. Formerly with Revolute Machine Company.

3

- 2. Mr. Arthur E. Sharpe, Plant superintendent. Formerly with Magill Weinsheimer Company.
- Mr. William G. Adams, 20 years in Drug Merchandising. Formerly Vice President of the Einson-Freeman Co.
- 4. Mr. Ray Morgan, 20 years in display advertising. Artist and display Consultant to many lithographers.
- 5. Mr. Jerry Staples, 15 years Display Consultant with Niagara, Sweeney and other leading lithographers.
- **6.** Mr. William Huelb, Color expert. 9 years chief of color plate division of Zeese-Wilkinson.
- 7. Mr. Stilwell Clapp, Advertising and Sales Executive. 15 years associated with Snyder & Black, Inc.
- 8. Mr. William H. Rudolph, Display Production Manager, 12 years associated with Ketlerlinus Litho Company.
- 9. Mr. Maylock Artmann, Art Director and Visualizer. 13 years associated with the Einson-Freeman Co.

The executive staff of Polygraphic Display Division is headed by men who are ALL SALES PROMOTION EXPERTS with years of record-making experience. Get acquainted with them. They are the BRAINS behind the merchandising IDEAS which will make your Polygraphic Sales Displays stand out "head and shoulders" above the rest.

With TRAINED MINDS to guide, backed up by a staff of more than THREE HUNDRED skilled artists and craftsmen working in a MODERN PLANT with the newest equipment and latest processes—QUALITY is a natural and inevitable result.

Delivery? Certainly! With twenty-four hour production—operating day and night—you can safely count on Polygraphic SPEED—and Delivery promises that are kept "on the dot" or sooner.

With such efficiency, PRICES must be lower. Prices are lower. Check us up NOW!

These facts mean business—for both of us. Write—or Phone MUrray Hill 4-1200

POLYGRAPHIC COMPANY OF AMERICA, INC.

Creative Lithographers . . 310 East 45th Street, New York

proved its importance in the manufacturer-retailer alliance, it will be continued in bigger and better form.

"Our sales manual has proved the finest ammunition our salesmen have used on the firing line," said Mr. Rolnick. "It is not unusual for a salesman to be all enthusiasm one day and tell his sales story in a manner that perhaps the finest manual could not supplement. But for day-in-and-day-out selling, if he can interest a dealer with the manual and get him to looking at it, his job is almost done.

Explains the manual for 1936: "We offered to take back every hat that failed to do exactly what we said it would. . . . Less than four dozen hats were returned (during 1935) and technically, these had not failed to make good our claims. . . . Our advertising campaign was enthusiastically accepted by dealers everywhere. The results speak for themselves. Sixty thousand men bought Resistol hats. . . . The following pages ex-

plain the campaign that will sell more Resistols."

Other pages remind dealers of the results tests of Resistol advertising have effected, while stressing the continuance of such advertising and coaxing the dealers to tie-in with it. "Free, direct mail advertising-an elaborate folder thoroughly explaining the outstanding points of Resistol hats and featuring the smartest styles will be mailed to your customers free. With every three dozen hats we will mail 200 of these booklets with your name imprinted in front and in back of the booklet, a direct message from you, postage paid and addressed by us This mailing should be planned to go out on the date that you trim your windows with the Resistol hat display. Past experience of other retailers has proved that a combination of window display, newspaper advertising and mailing pieces brought out during the same week produces the best results."

That Extra Discount—Arch Enemy of Profit

(Continued from page 98)

bring in at least 5.4% more in unit sales.

But again, what about the profit? Let's see what we have to do to hold our \$600,000 that we need so badly.

First, at 50-10-5, our gross margin for total operation falls to 18.1%. So we have to sell a lot more grosses of gadgets to leave enough dollars sticking to our fingers. How many?

To yield us that \$600,000 all we have to do is to sell 3,314,917 units of one gross each. This represents an increase in unit volume of almost 66% over our original volume of 2,000,000 units, or almost 23% over our present volume of 2,702,702 at discounts of 50% and 10%.

Will your trade, that demands this additional discount, deliver any such increase in volume? Do your competitors think that there is so much additional untapped business that the lowered price will open new markets without taking in each other's washing?

In this little company of ours, we think not. We've seen a number of companies give discounts like this and wind up with 5%, or 10%, or 20% increase in sales. That's quite a long way from the 66% they needed.

We're rather limited, and unimaginative, and we probably have far too much respect for figures and balance sheets, and profits, and are too little impressed by the possibilities of "dominating the industry"—whether in volume or advertising, or in any other way in which this "domination" can be manifested.

Therefore we suggest that you ask your "big buyer" when he wants these extra discounts if he can produce the additional volume. If so, he's probably entitled to them, in spite of Mr. Patman's act. But my partner in this little mythical enterprise (you, please remember) once read that Ben Franklin paid too much for a tin whistle, and he thinks that a lot of the boys are still following that bad example.

As for Mr. Patman, if you don't think either of us couldn't give him a swell argument on the difference between excellent objectives and practical results, you're not eligible to our board of directors. In fact, you can't even buy stock in our company unless you satisfy us that when you vote to cut price you can prove just what it will cost us when reflected on the balance sheet under "Liquid Assets."

Further, this formula for analysis, distinguishing sharply between merely sales volume and the vital element of profit, can be applied with equal force (and unsuspected results) to the operations of the jobber and the retailer. The detail will vary with the mark-up and with the size of the price cut. But the moral will remain the

same—that a cut in price must be regarded in terms of its effect on *net profit* rather than on şales volume. And in dollars in the bank rather than as a percentage of sales.

However, the observer, glancing at the over-simplified chart on page 98, which deals with round figures, will justly say: "Ah, but that increased volume will cut our production costs, and you have shown them as unchanged."

All right, will they, to what extent and how often will they do so? Not nearly so often as is commonly imagined. There is a general assumption that if you can just sell enough volume (at almost any price) the costs will go down far enough to offset the price cut and ultimately work out a profit. This is presumably to be done by absorbing overhead and fixed charges over more units of product, or by utilizing better machinery. My partner and I do not expect to live to see the day when this bland assumption is rejected for cause by any considerable number of those who are now misled by it. However, with all respect for the essential principles of mass production and mass selling, if they are blindly applied they will fail more often than they will succeed.

The whole argument, properly developed on the facts, would fill a book. But you and I are pretty busy running this little business of ours that we've been talking about, and we haven't time to write the book. So, we'll just make a couple of generalizations for our competitors to think about.

"Volumitis," That Dire Disease

First, this program (or may we say disease) of "volumitis" may work if we are in an expanding market, tapping new levels of consumption at each lower price, and not one in which the manufacturers are just swapping customers for the latest deal.

Second, this little plant of ours is pretty well up to capacity with our present volume of 2,000,000 units. The law of diminishing returns (not yet repealed by legislation) tells us that a little more volume might compel us to expand, and then we would have some new fixed charges, some additional overhead, and we question whether the increased volume at the reduced profit will sustain and liquidate these additional charges.

Furthermore, some funny accounting has been done on this point. The standard "break-even," or "profit-point," or "cross-over" chart (whatever you want to call it) has very often been misleading.

You know how it develops a curve of fixed charges, and another of the

The Rich . . . Meaty . . . Moving FACTS

When a salesman starts breaking his product apart to show you the rich, meaty, moving facts packed from skin to core—you know he means business; and you begin to feel that way yourself, because that's what you want; the facts. **The Controlled Circulation Audit was set up to expose the rich, meaty, moving facts of controlled circulations . . . to audit the quantity that is the second dimension of this quality market. C.C.A. is an independent organization conducting regular, responsible audits; it has no other function. Publishers listed below have C.C.A. reports for their circulations. And the C.C.A. insignia on their mastheads, rate cards and Standard Rate & Data listings is a reliable guide to known value. Controlled circulation need no longer be bought on hope or promise.

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PROGRESSIVE GROCER

RAND McNALLY BANKERS

MONTHLY

RUG PROFITS

SHOE STYLE DIGEST

SODA FOUNTAIN

SUPER SERVICE STATION

SYNDICATE STORE

MERCHANDISER TIRES

WOOD PRODUCTS



CONTROLLED

CIRCULATION

PUBLISHERS

JANUARY 15, 1937

[167]

Premiums Preferred



Not only by the Forgotten Man, usually neglected in premium offerings, but by the "head of the house" and every mother's son—and daughter. No household is ever adequately equipped with ash trays for every room and for individual service at the bridge or dinner table.

Illustrated above are only a few of the many modestly priced articles of brilliant crystal glass available for every smoker's need.

Premiums are surprising stimulators to the sales of many products.

LIBBEY

Libbey Glass Company.. Toledo, Ohio • Chrysler Building, New York • LaSalle-Wacker Building, Chicago • Dermon Building, Memphis, Tennessee. AFRICA

Round the World: In sequence lights flash on to convey the story of how King's Ransom Scotch whisky is sent around the world to mellow, amid the tossing waves on this spectacular sign. As a finale a nine-foot bottle appears. Alliance Distributors, Inc., distributors for William Whiteley & Co., have just unveiled it in Miami, Fla. The cost is said to be nearly \$50,000.

variable costs, and then draws the line of sales volume till they intersect, the "end zone" being the area of profits after all these costs have been met. With fixed charges, usually including such items as insurance, depreciation and taxes, it is obvious that these will come down very rapidly as a percentage of unit cost.

It is a common mistake to include in fixed charges a great many costs of operation which are supposed not to rise in proportion to the increase in volume, or not to increase at all. It is true that they sometimes don't rise so rapidly, but the reduction in percentage of many of those expenses in relation to unit costs is very much slower than such items as insurance. Some of them are as slow as a glacier. They seem never to come down.

An accountant friend made some rough approximations one day that gave us an idea as to what this item of declining overhead on an increased volume may mean. (And don't forget that with all the wide variation in the proportional cost to make goods as against selling price, in different kinds of business and within each, this calls for another book.)

He points out that it all depends on what you include in fixed charges, and he puts a high percentage of *all* operating expenses in that category, sometimes as much as 75% of some of them.

He says that in a converting business, like a factory making work-shirts, fixed cost will run from 10% to 15% of the total cost to make and sell—frequently the latter. In heavy industries, like paper and steel, he has found it to run 40% of the cost to make and sell, and that with the average

manufacturer, say a tanner, it will be 20% to 25% of that cost.

Despite the heavy credit he gives to the value of increased sales volume by including so many items not generally regarded as "fixed" charges, he tells my partner and me that if most of these concerns doubled their output they'd only reduce fixed charges by 10% of the sales dollar. All the rest of the expense would ride right along with the goods—the same proportional charge against each unit.

We all know that there is frequently a very large drop in unit costs when volume increases rapidly. But is it always enough to pay the piper?

ways enough to pay the piper?

Even if we had a lot of unused capacity in our plant, we still would note that at 50%, 10% and 5%, our gross margin has shrunk from 30% to 18.1% and we are still a little hesitant about too hard a drive for profitless orders, and particularly for orders taken far below production cost just to keep the plant busy. But maybe we're all wrong.

It's a complicated subject, involving such tremendous variables as cost of equipment, labor costs, depreciation policies, capital structure, etc. What we're mainly talking about is just one phase of it—the incredible number of additional units we need to get our money back when we cut price, and what it can cost to get that increase.

In 1928, at what is now regarded as a peak of industrial prosperity, a small group of sales managers were telling their real names at a private dinner. The words "profitless prosperity" came out. Do you remember, now that you think of it, that you heard them rather frequently even in those halcyon days?

The testimony of one man may be taken as fairly typical of the remarks of a surprising number of those pres-

"Every year for five years I've taken a big increase in quota. The banks have told the boss that we need that extra volume. A couple of times we've had to give special deals. I know that the cost of getting that marginal business is going up each year; that we're losing enough on it to take a lot of the profit out of the volume we can normally expect at a reasonable cost; that we're on the verge of a price war that will hurt the industry for years. The trouble is that they think that because Henry Ford can do it, they can do it. And I can prove that we can double our profit on two-thirds our present volume. But try and make them believe it!"

This is no argument for restriction of output, nor for higher prices. On the contrary, I maintain that the surest way to an "economy of abundance" that implies a maximum of employment at proper wages, both return on and security of investment, low prices and adequate quality, is to be found in subjecting broad theories of operation to a far more intensive study of the cold figures than is usually given to them.

Fidelity Anniversary Drive Sends Sales to 6-Year High

(Continued from page 156)

the representative finds himself face to face with the same kind of problem he encounters in his daily work. In solving the problem, it is not only necessary to make accurate use of the knowledge gained from the training, but he must exercise judgment and resourcefulness, as well.

In solving the problems, the representative may refer freely to the training sections in his course—for if there is any problem which he cannot solve, then he needs to refer back to the course, until he can.

When the representative has written his solutions to the problems on the printed form provided for that purpose, he turns them in to his district manager or supervisor, who - under instruction from the home office-acts as the personal training instructor to each representative enrolled in his district or division. The manager reviews the solutions, corrects them and writes his comments in red pencil on the so-lutions themselves. They are graded and returned to the representative, together with a set of printed model solutions which supplements the manager's remarks.

As soon as the representative has

completed the study of one section and submitted his problem solutions, he receives the next section in the training; and continues in this manner until he has completed the entire program.

If he is an experienced member of the Fidelity organization, he is awarded a certificate as a "Graduate Income Builder." If he is new, he must demonstrate his mastery of the training by placing 20 new accounts on the books, before he is entitled to his certificate.

The training program was introduced to the Fidelity organization this Summer in a series of meetings addressed by officials of the association. The representatives were enrolled in these meetings and signed "honor pledges" which bound them to study the training diligently. Within four weeks, the training made its effects felt in sales production. Although the training was expected to extend its greatest benefits to newcomers, it was adopted by and delivered results for many veterans who have been associated with Fidelity for five, ten and fifteen years.

We expected this training program to produce results," Mr. Goetze said, "because nothing was spared to make the training practical, interesting and attractive to the men. We soid them on the training, so that they wanted it -and were eager to study it."

CUS YOUR SALES POWER

Where, When, As You Want It



- FOCUSED in DOMI-

Agricultural America is not one market, but MANY markets.
Pick these Midwest Farm Papers which point squarely at YOUR markets, and get over 19% greater actual farm coverage in the 8 midwest states

than with ALL 5 National Farm Papers combined—
and 9 times greater proven dealer acceptance.
With "Focused" advertising in Midwest Farm
Papers, you direct big volume pressure exactly
where you want it—with twice the coverage on
QUALITY farms of any national farm paper closest on-the-ground contact with your distributors and dealers—lowest cost per actual farm reached—and instant flexibility to shift your attack at will. Get the up-to-the-minute story of what "Focused" advertising in Midwest Farm Papers can do for YOU. It's the most important story today in selling merchandise to farmers.

★ Actual Post Office Count of subscribers, on every rural route, out of every Post Office, in every coun-ty in every state, Before you buy space in ANY farm papers, demand to see verified Pest Office Count. KNOW what you are getting.

"FOCUSED" TO GIVE YOU...

- Actual Post Office Circulation Count.
- ice as many FARMS reached as any tional Farm paper, and more than all
- eatest merchandising po to I dealer preference
- Greatest reader preference.
- -Lowest cost per actual FARM reached

The MIDWEST

Prairie Farmer Nebraska Farmer The Farmer, St. Paul

New York Chicago e No. Michigan Ave. 250 Park Ave.; 420 Lexington Ave.

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Organization News

The Sales Managers Bureau of the St. Louis Chamber of Commerce elected Charles E. Osterkamp, assistant general manager, Roberts, Johnson, Rand branch of the International Shoe Co., president of the group to serve for the 1937 term. Other officers elected were: First vice-president, A. E. Richardson, division sales manager, Simmons Hardware Co.; second vice-president, Harold D. Duffy, general sales manager, S. G. Adams Co.; and treasurer, H. J. Reinhardt, vice-president, Frank Adams Electric Co.

The Sales Managers Council of New Orleans elected Harold E. Meade, general sales manager, New Orleans Public Service, Inc., to serve the 1937 term as chairman of the Council. Mr. Meade succeeds John A. Bumstead.

Other new officers elected include: First vice-chairman, L. Henry Baudean, president, Baudean, Inc., and second vice-chairman, Clarence H. Strauss, vice-president, Chalmette Oil Distributing Co.

The New Orleans council closed its last year with a membership of 100, representing a 70% increase over 1935.

The New York Sales Executive Club inaugurated a new series of programs in the form of sales symposiums at its last meeting, January 11. The first symposium was held to determine "The 10 Most Vital Sales Problems of 1937." Problems selected will become subjects for the first ten symposium programs.

Symposium leader was Prof. Richard C. Borden of New York University. Three-minute talks, dramatized with skits, exhibits, and lantern slides, were made by Arthur Hood, manager Housing Guild division, Johns-Manville Corp., who spoke on "Training Salesmen"; Walter A. Lowen, placement specialist, who spoke on "Hiring Salesmen"; Fen K. Doscher, promotion manager, Lily-Tulip Cup Corp., who spoke on "Dramatizing the Product in the Sales Presentation"; Ralph E. Caldwell on "How to Conduct Sales Meetings"; Arthur Freeman, vice-president, Peck Advertising Agency, on "Merchandising Effectively"; Paul Ryan, of Ryan, Leach & Goode, on "Coordinating Sales and Advertising"; Warren K. Rishel on "Exhibiting to Sell"; Sidney W. Edlund, president, Life Savers, Inc., and leader of the S.E.C.'s Man Marketing Clinic, on "Spotting Men for Advancement"; Charles C. Stech, on "Incentives That Will Improve Salesmen's Morale"; Wayne D. Jordon, sales manager, Savage Arms Corp., on "Designing the Selling Point into the Product"; and Elmer Wheeler of tested selling sentence fame, who spoke on "Getting Your Goods Across the Counter."

Programs of this kind will be conducted two or three Mondays a month, at which time three or more authoritative speakers will present briefly ideas and angles of selling.

The National Industrial Advertisers Association recently announced the formation of the Dayton Industrial Marketers Association, Dayton, Ohio, with the following officers: President, Dwight Spofford, advertising manager, the Duriron Co.; first vice-president, Charles Bruner, advertising manager, Master Electric Co.; second vice-president, Harry Rothermel, advertising manager, Dayton Pump & Mfg. Co.; and secretary-treasurer, Robert Ferguson, advertising manager, Leland Electric Co. Directors of the Association are: C. R. Sutherland, advertising manager, Third National Bank & Trust Co.; Ralph Garrison, vice-president, Gar-

rison Machine Co.; E. B. O'Leary, instructor, University of Dayton; and H. E. Miles, advertising manager, National Automatic Tool Co., Richmond, Indiana.

The Rochester Sales Managers Club recently heard Harry Simmons, eastern sales manager, The Heinn Co., Milwaukee, speak on "The Ten Commandments of Selling." Mr. Simmons is the author of "How to Make More Sales," and has had a wide and varied selling experience of more than 20 years, having been formerly advertising director for Hanan & Son, and national radio sales manager for Sears, Roebuck & Co.

Recently elected members of the 1937 executive committee of the Rochester club include: Chairman, E. Willard Dennis, Lindsay & Curr Co.; vice-chairman, Roland O. Roberts, Weed & Co.; Basil G. Baldwin, Baldwin Oil Co.; Herbert W. Brigham, Teall's Ice Cream Co.; F. Mark Clark, Rochester Telephone Corp.; Albert W. Fell, Rochester Democrat & Chronicle; Hal W. Johnston, Stecher-Traung Lithograph Corp.; Warren S. Parks, Equitable Life Assurance Society; and Ben Woodbury, Stromberg-Carlson Telephone Mfg. Co.

The American Management Association has called its 15th annual personnel conference in Philadelphia, February 9-11, to discuss: "Industrial Relations: A 1937 National Problem." Committees from the Association, directed by Thomas G. Spates, director, industrial relations, General Foods Corp., are preparing the program which will be staged with the cooperation of the Philadelphia Chamber of Commerce and the Philadelphia Personnel Association, at the Benjamin Franklin Hotel.

On February 1 the Chicago Federated Advertising Club will offer a course in advertising to young people holding minor positions in the advertising profession. The course, "Careers in Advertising," will consist of 12 evening lectures to be given at the club's headquarters, Hotel Sherman. Arthur E. Tatum, advertising manager, Bauer & Black, and chairman of the club's newly appointed educational committee, will direct the course with the assistance of Lloyd D. Herrold, first vice-pres. of the club.

The Philadelphia Sales Manager's Association last month heard Robert L. Johnson, vice-president, Time, Inc., speak on "Time Comes to Life."

Recent Salesmen's Night programs of both the Rochester Sales Managers' Club and the San Francisco Sales Managers' Association included presentations of the Borden and Busse film, "How to Make a Sales Presentation Stay Presented."

The Eastern Industrial Advertisers met last week with the Manufacturers and Bankers Club of Philadelphia, to hear R. L. Harding, chief of Metals and Mining Division, U. S. Department of Commerce, speak on "Progress of Capital Goods Market." In addition to Mr. Harding's talk. L. H. Parks, Philadelphia district manager, Bureau of Foreign and Domestic Commerce, outlined the information service available to advertisers from that bureau.

Officers and directors of E.I.A. for 1937 were installed, namely: President, R. G. E. Ullman, R. G. E. Ullman, R. G. E. Ullman Advertising Associates; vice-president, J. M. Plummer, Leads & Northrup Co.; treasurer, L. A. Cleaver, F. W. Dodge Corp.; secretary, Frances M. Saurez, Philadelphia Quartz Co.; and directors, A. O. Witt, Harry Grinton, R. E. Lovekin, Walter Fogg, Ralph Shaw, F. H. Gloeckner, D. C. Miner, Joseph Sullivan and M. K. Wright.

Covering Main St. WIFIED SERVICE SUBJECT ST. WIFIED SERVICE SERVICE

Through Retail Outlets

"U S" Products are helping to sell the products of 146 different lines of business

YOUR retail outlets are YOU, on Main Street. No matter who or where your dealers are, "US" understands their requirements . . . what kind of display materials they will use . . . salesspot advertising that will help them sell your products.

Of equal significance to you is the sales-thinking

behind "US" Unified Service . . . skilled merchandising men whose successful experience is a safe guide in choosing ideas and materials to help your dealers.

Benefit by this experience. Write, or call, "US" or one of its Divisions when planning your next job.

The UNITED STATES PRINTING & LITHOGRAPH COMPANY

HOME OFFICE: 314 BEECH ST. . . . CINCINNATI

SALES AND SERVICE OFFICES:

ATLANTA BALTIMORE BOSTON BROOKLYN BUFFALO CHICAGO CINCINNATI CLEVELAND . DETROIT (Dearborn Station) ERIE, PA. INDIANAPOLIS LOS ANGELES KANSAS CITY MILWAUKEE MINNEAPOLIS NEWPORT, KY. NEW YORK PHILADELPHIA PITTSBURGH SAN FRANCISCO SEATTLE ST. CHARLES, ILL. ST. LOUIS

- * AMERICAN LITHOGRAPHIC DIVISION
- * ATLANTIC LITHOGRAPHIC & PRINTING DIVISION
- * DONALDSON LITHOGRAPHING DIVISION
- * ERIE LITHOGRAPHING & PRINTING DIVISION
- * PALMER ADVERTISING SERVICE DIVISION
- * W. F. POWERS DIVISION
- * THEO. A. SCHMIDT LITHOGRAPHING DIVISION





a good impression!

Fine art deserves the protection of the finest reproduction you can obtain... Erie posters and displays are making a good impression all over America. Look around you!







If the dealer's customer wins one of the major prizes in Armour's new contest the dealer has a chance for cash, too. So the dealer takes an interest in promoting the contest. He may get as much as \$400. Here he is, advising Mrs. Housewife to call for cards and sit in the game.

Armour's "Meal of the Month" Off on Third "Bigger and Better" Year

NE of the most consistently successful advertising and sales promotion programs in the history of the meat packing industry will soon go into its third year. This is Armour's "Meal of the Month" campaign which was started way back in April, 1935, and which will be continued through 1937.

Not only has it proved attractive to housewives, with its ready-at-hand recipes, but it has developed a surprising amount of enthusiastic dealer cooperation. When it was begun Armour had 29,000 tie-ups; in January, 1937, it had 73,000!

Meal of the Month promotion, of course, has been centered around labels—copyrighted name brands—though the major portion of the Armour business is in bulk meats. The ultimate consumer, buying his steak, as a rule is not over-meticulous about its origin. He is satisfied if the steak is good.

But the dealer who finds demand for Armour labeled products, and who placards his shop with Armour's point-of-sale advertising, is a far easier prospect for the Armour bulk-meat salesman. The two go hand-in-hand. W. W. Shoemaker, vice-president in

W. W. Shoemaker, vice-president in charge of advertising, in continuing the Meal of the Month campaign through another year, looks back upon an ercellent record. The figures show:

Year Volume of Sales Net Profit
1935 ...\$683,000,000 ...\$ 9,349,000
1936 ... 748,935,000 ... 10,184,000

Armour's budget for advertising in 1937 has not been announced in dollars, but a reporter for SM, at the Armour offices, was told by W. R. Hemrich, assistant to Mr. Shoemaker, that it will be "the biggest in 15 years."

Daily newspapers in more than 80 cities will be used. These will be in both major and minor markets and the selection is based, among other things, in relation to branch house set-ups.

A continuous month-by-month campaign extending through the full year will be carried, mostly in color, in a national list of magazines which includes McCall's, Woman's Home Companion, Ladies' Home Journal, Good Housekeeping and The American Weekly. Last year The American Weekly carried four pages; this year the schedule calls for eight.

Backing up the regular Meal of a Month advertising will be a contest which offers housewives an opportunity to divide prizes totaling \$10,700 in cash. The grand prize is \$5,000; five prizes of \$800 each; five of \$100 each; ten of \$25 each; 25 of \$10 each and 600 smaller prizes.

No box tops or labels are required to enter, no cash purchases of any kind. All a woman has to do is to fill out an entry blank, write out her favorite recipe for an Armour product, and mail with an informal letter of 200 words or less giving her reasons why. The idea is to bring



Shipping in 1937

Reduce the Cost

THE nation's men that visualize and plan are dovetailing sales and shipping. No wonder. They must pay a billion dollar shipping bill annually.

• Still, with profits hanging in the balance, not every traffic, sales and shipping department is well fortified with all the rate information they need at their elbow. That's no secret.

• If your company, for instance, had comparative rail, truck, express and parcel post rates into all 48 states, you would be in a far better position to keep shipping costs down to a minimum. The saving would be truly surprising.

• Yet, you can have exactly this source of information—plus air express, air freight and water shipping rates—by being a subscriber to

CO-ORDINATED RATE GUIDE

• Truly fortified you are then, with millions of current rates, and more motor transport data than was ever compiled in one publication before. This is the guide that is receiving commendation of foremost traffic, shipping and sales executives. It is THE guide of guides, 1937's best bet for those engaged in shipping.

Yearly Subscription 821

including ADVISORY SERVICE and SUPPLEMENTS

Write for comprehensive circular and trial subscription offer.

CO-ORDINATED RATE GUIDE

Consolidated Guide Corporation, Publishers

153 North Michigan Avenue Chicago, Illinois

At Last!— An Advertising Medium That Eliminates Guess Work

Most advertising mediums are either better—or worse—than you think. Advertisers using several publications or stations, or boards, or whatever the medium may be, find it next to impossible to definitely isolate the influence of one medium in a field of several used simultaneously.

Last month came the debut of a medium whose effectiveness can be measured accurately. You know what you are getting out of it; it is next to impossible to kid yourself or to be kidded.

It is DEALER ADVERTISING, the new quarterly catalog of dealer tie-up advertising. It either produces results—or else.

The publishers of Dealer Advertising extend this invitation—to any advertiser, or his advertising agency, who would like more dealers to sponsor his mats: Ask Dealer Advertising, 420 Lexington Avenue, New York City, for a copy of the Winter issue. Ask for proof of the reaction from the 6,802 leading daily and weekly newspapers on the subscription list. Then ask advertisers in that issue what they think of it as a results-producing medium. We can't be sure what they will say—but we have a fairly good idea because we have seen the results which most of them secured during the first month after publication. May we repeat: Here, at last, is an advertising medium that eliminates guess work.

"cherished recipes" to the light of day.

Now in developing any contest to its fullest-dealer cooperation is vital. Armour has figured out a plan. When a woman enters the contest she gives her dealer's name. If her recipe wins her dealer has opportunity to profit without further effort on his part.

The dealer whose customer wins high prize wins a cash award of \$400. Then there follow five dealer prizes of \$100 each and five of \$20 each. In addition to this, Armour salesmen come in for a chance at the cashwhich spurs the salesman to take interest in the contest.

The salesman who sells the dealer whose customer wins the top prize gets \$200. Then there are five cash prizes for salesmen of \$25 each; five of \$15 each and 100 others of \$1 each. It is a "follow through," as they say in golf. The aim is to arouse the competitive instinct and eliminate the "lag" in interest.

Trade Tie-ups, Too

Some trade paper space will be bought. Full pages, two-color, will be used each month in Progressive Grocer and one-color pages in National Grocer's Bulletin and the Co-operative Merchandiser.

Point of sales material will be used liberally. Handsome and novel counter boards, with recipe pockets, in color, have been prepared. Dealers will be supplied with window streamers and pennants which may be strung Armour salesmen are on wires. tutored in display arrangement and are prepared to assist the dealer in arranging both advertising matter and in window arrangement. In this they will use both advertising matter and products.

Check-ups have convinced the Armour management that literally millions of housewives have come to follow with interest the Meal of the Month menus. They say frankly that it is the best selling idea they have ever employed. It has resulted in closer and more friendly cooperation between the sales and advertising departments. Lord & Thomas continue as the agency.

"When we started," an executive told SM, "there was only one 'of-themonth' thing-the Book of the Month. Now there are as many imitators as there are fleas on a dog.

Koppers Promotes McClintic

Robert H. McClintic, formerly Koppers Products Co. advertising and sales promotion manager, has been made assistant to the president in charge of all ad and s.p. matters by the Koppers Co., Pittsburgh, and its subsidiaries.



How many listeners will flock to the marquee today when the curtain rolls up on your show broadcast over one outlet of a national hookup in Greater New York? Will you, like the more than 16 national advertisers now using WOR to supplement their network shows, have hit, or be prepared to hit, that added portion of the wealthiest market on earth which WOR's intensive coverage offers you? You can wager that the national advertisers now using WOR as a supplemental medium are doing so for something other than the kick they get out of it. They know that a station which reaches more than 17% of the nation's total radio homes, in an area where more than six billion dollars in retail business is transacted each year, must be considered with more than a lifting of the left eyebrow.





EDIA AND AGENCIES

Rural Newspapers Get Slice of National Advertising Pie-Spot News of the Ad World

Food for Ruralities

Country weekly and small town daily newspapers - although many of them are well edited and are potent in their locali-ties—have long had trouble breaking into schedules of general advertisers because of their numbers and diversity.

Their aggregate circulation throughout the country runs into millions, the aggregate buying power of their readers into billions, but sales and advertising managers and space buyers had neither the time nor the money, except for specialized jobs, to weigh each of them individually.

Many of the newspapers have met the problem by forming themselves into groups with unified advertising representation. you want rural Illinois, for example, or rural California, you may buy it in a lump. You may also get certain sections of certain states.

Fourteen years ago New Jersey Newspapers, Inc., was formed. Presently it was representing 110 weekly and several small town daily newspapers of that state. Barry T. Mines is head of that service. Rural New Jersey was presented and sold as a market.

But Mr. Mines was convinced that the service could be made even more specific.

The largest business and one of the most important advertising classifications is food. How could rural New Jersey newspapers get more general food advertising—in competition with the big dailies of New York, Newark and Philadelphia?

"The only way to do it," Mr. Mines was nvinced, "would be in offering a wellconvinced, "would be in offering a well-written, uniform food page in a large group of newspapers in a concentrated area

In presenting this idea to advertisers in August, 1935, he met one who was not only interested but, in several ways, helpful.

Arthur H. Deute, long a sales and advertising executive and writer for magazines and other publications, was then advertising manager of Jacob Ruppert Brewery, New Mr. Ruppert, himself, as president of United States Brewers Association and as an important individual brewer, had taken initiative in emphasizing beer as a food. In addition to being an executive, Mr. Mines discovered, Mr. Deute "was not only one of the best amateur cooks in cap-tivity but also a food writer of no mean ability.

ability."

The two of them developed a food page together. It was called "Three Meals a Day." Mr. Deute, under the pseudonym "Sidney Snow," became editor. Fifty-seven New Jersey newspapers signed for it. Ruppert, concentrating its advertising within 100 miles of New York City, became the first and most consistent advertiser. first and most consistent advertiser.

"Calls on advertisers convinced us, however," Mr. Mines told SM, "that the territory covered was not wide enough. proceeded to extend the plan to cover all of Long Island, Western Connecticut and New York State within 100 miles of New York City."

On January 1, 1936, New Jersey Newspapers, Inc., offered general advertisers a food page appearing weekly in 146 small town newspapers with a total circulation of 400,000. These newspapers, it was shown, covered 837 towns in the three states.

The population reached, it was said, was 1,368,347—equivalent to that of the city of Los Angeles, and considerably more than those of Cleveland, St. Louis, Balti-more, Boston or several other major mar-kets. Combined circulation of the 146 papers also was larger than that of all the dailies in Boston, Los Angeles or St. Louis, or other large cities.

Independent and chain store food sales to people in the "Three Meals a Day" market, it was estimated, totaled \$20,000,000 a month or \$240,000,000 a year.

Advertisers began to recognize the page. In addition to the weekly Ruppert copy, those using the page have included Cox gelatine, Durkee's salad dressing, John F. Trommer Brewing Co., Birdseye Frosted Foods, and Hartley's marmalade. Many other accounts have used sections of the list.

The food page is furnished to each publisher in flimsy form. He has it set up to match his type-face. This, Mr. Mines ex-plained, "allows for flexibility and makes it possible for us to sell any portion of the

Features of the page are a detailed "menu of the week," signed articles by "Sidney Snow" and by Wilma H. Deute, who is now editor of the page, recipe contests, stories about special dishes and food news.

Mr. Deute left Ruppert early last year to go down to Baltimore as president of Na-tional Brewing Co. there. "Three Meals a Day," in a sense, followed him South. He continued to supervise it, editorially, and to write for it.

With increasing recognition, by advertisers and publishers, the page has been extended to 55 additional newspapers Maryland, Delaware, Virginia, West Virginia and eastern Pennsylvania. The enlarged set-up went formally into effect on January 1, 1937. With it also Mr. Mines organized the Barry Mines Co., to represent "Three Meals a Day" in all sections outside of New Jersey. New Jersey Newspapers, Inc., also continues.

The plan is still "just getting started." Bucking the big metropolitan dailies on general food advertising is not an easy job. But advertisers seem to like the page. And so do the publishers.

"Many of our publishers have said that additional local linage alone has more than repaid them for carrying the food page," Mr. Mines pointed out. "In fact we are so sure of our plan that we do not require the publishers to sign contracts. We be-lieve that they will continue to use it as long as we can render them good service."

The Magazines in 1936

Final reports for the year indicate that the 114 national magazines checked by Publishers Information Bureau, Inc., scored a revenue gain of 19% last year over 1935. Women's magazines were up 10%, general 9%, specials 43%, and weeklies 25%.
Women's magazines which showed a

greater gain than the average for the group were, in percentages: Pictorial Review, 11; Were, in percentages: Pictorial Review, 11; True Story, 22; Parents', 17; Harper's Bazaar, 15; Vogue, 17; Farmer's Wife, 14; Fawcett Women's Group, 38; Holland's, 65; Home Arts Needlecraft, 17; House-hold, 19; Macfadden Women's Group, 52; National Parent-Teacher, 47; Women's World, 12.

Corresponding figures for general magazines are: American, 17; American Legion, 28; American Mercury, 15; Boys' Life, 20; 28; American Mercury, 15; Boys Life, 20; Film Fun, 17; Harper's, 23; Modern Mechanix, 33; Nation's Business, 25; National Geographic, 18; Popular Mechanics, 17; Popular Science, 17; Redbook, 14; Scientific American, 60; Screenland Unit, 13; Screen Romances, 12; Sunset, 12.

In the group of specials the following had gains exceeding the group average: American Home, 69; Arts and Decorations, 59; Esquire, 104; Stage, 292.

Among the weeklies, the Saturday Evening Post gained 18.8% in dollar revenue; American Weekly, 44.2; This Week, 85.2; Time, 40; Collier's, 22.2; Business Week, 49.1, and Liberty, 5.5.

All of the figures above, with the excep-

All of the figures above, with the exception of those for weeklies, are estimates made by Publishers Information Bureau,

New Type Advertising Film

Caravel Distributing Co., makers of commercial films, are putting finishing touches on a theatre advertising program using animated color cartoon shorts, sponsored by national advertisers. Caravel has lined up 3,500 grade A and B theatres throughout the country and will release its

throughout the country and will release its first set of films by April 1.

The shorts will be primarily entertainment, with a subtle advertising message woven in. Famous cartoon characters—O. Soglow's Little King, a Peter Arno character, and others of like calibre—will be accepted to the country of the c used to tie-up with characters associated with products advertised. Supervising the cartoon end of its new film, Caravel has under exclusive contract U. B. Iwerks, formerly with Walt Disney and Mickey Mouse.

The films, between 600 and 650 feet long and equipped with the usual sound effects accompanying animated shorts, last seven minutes. Only one theatre in a town will carry the film and the subject will be changed each month. As theatre contracts now stand Caravel can offer an advertiser a circulation of 40,000,000.

Eastman Opens Office

On December 30, the executives of Mar-schalk & Pratt, Inc., New York, gave a farewell luncheon at the Rockefeller Center Luncheon Club to R. O. Eastman, who has resigned as Director of Marketing. Mr. Eastman, who was for a number of years president of R. O. Eastman, Inc., marketing and research organization, opened his own office as marketing advisor at 347 Madison Avenue on January 4.

Steel's Yearbook

The first-of-the-month issue of Steel carried a total of 460 pages, 263 of which were advertising—a gain of more than 25% over the preceding annual. Sixtyfour advertisements appeared with bleed in the 1936 yearbook while 122 used bleed this year. Last year 105 advertisements appeared in color; this year there were 159. The cover was Cellophane coated, with Timken Roller Bearing Co.'s front cover advertising in three color process, and the Wean Engineering Co.'s back cover printed in four-color process with an added color of metallic gold.

Big Boot and Shoe Recorder

The last December, 1936, issue of Boot and Shoe Recorder—a three-pounder full of colorful editorial material—turned out to be the biggest dollar-volume issue in the history of this principal business paper of the shoe and leather industry. It was called the "Leadership in Industry Number" and was filled with leadership ideas in style and business management. Copies of the book in special wrappings were sent to 500 people—mainly advertisers and agency men—by Western Union messengers. A few copies went out by air mail. The transportation of one copy cost \$3.45.



Adam Kessler, Jr., who has been continuously with the N. W. Ayer & Son, Inc., organization for 35 years, but for the past two in an advisory capacity, has resumed active participation. The organization now numbers 900 people on its staff and the managing directors, including Mr. Kessler, William M. Armistead, H. A. Batten, Clarence L. Jordan and Gerold M. Lauck, average 25 years in employment. Last week the agency announced the appointment of E. Craig Greiner as New England manager, succeeding L. B. Slocum who has resigned.

Agency Notes

The Strathmore Paper Co., West Springfield, Mass., has just announced two new campaigns, centering on the theme of the importance of quality business letters and featuring two specific papers, Strathmore Parchment and Highway Bond. The two campaigns have the same general theme, but one is written for *Time* and other business papers, including SALES MANAGEMENT, and the other is built specifically for *Fortune*. Kimball, Hubbard & Powel is the agency handling the account, and H. E. Riggs is Strathmore's advertising manager.

536,369 Average Net Paid Circulation

47 New National Advertisers in 1936

GRIT'S circulation grows conservatively . . . but steadily . . . from year to year * * Strictly voluntary readers . . . buying for cash . . . because they want GRIT * * Ninety-five per cent through boy salesmen . . . single copy sales . . . home delivered . . . 5c a copy * * Five per cent voluntary subscription sales . . . delivered by mail . . . \$2 a year . . . all paid in advance * * No premiums . . . no cut rates . . . no arrears * * GRIT'S advertising revenue . . . in 1936 . . . largest in its history * * Longer and longer . . . grows the list of "new accounts" . . . additional advertisers swinging to GRIT . . . to sell their goods in Small Towns * * GRIT'S magazine type of coverage . . . with newspaper speed . . . will power your sales . . . in 16,000 Small Towns.



WILLIAMSPORT, PA.

Actual Photograph*

Of a Company Which Thinks All Research Is Bunk

THIS company has made money in the past. Their product was once a household word. They ran their business by brains, sir! Brains and intuition.

To be sure, conditions have changed—competitors have keener ideas. Consumers know better what they want. Dealers demand more. But brains will tell and this company doesn't need any new-fangled specialists to help them run their business!

Of course they may be right. But it's strange that the companies going ahead the fastest are the ones making use of the newest and best tools. Market research is no unproven infant, but it is young enough to be in tune with modern conditions—with the constant modern need of knowing what is happening to your own and your competitors' business—with methods of controlling to your own advantage such conditions as you cannot change.

Market research requires the use of the same old-fashioned brains previously running this company. But it gives those brains something specific to work with. It is worth your investigating. We believe we are the people to tell you about it.

 Photograph represents composite picture of empty brain cells. HOW BIG COMPANIES
USE MARKET RESEARCH
TO INCREASE SALES

Series No. 2

This is the second of a new series of case histories, naming names and showing processes. It ought to give you ideas for your own business. Watch for these offers by series number. There will be more of them. Sent free when requested on your letterhead.

MARKET RESEARCH

Pauline Arnold Percival White Rockefeller Center, New York 120 S. La Salle St., Chicago

Prevents those wrong decisions, based on faulty facts, which cost you time and money

Larger quarters in which to take care of bigger and better business have been taken by the Gardner Advertising Co., in St. Louis' Mart, increasing the company's space by approximately 50%. Features of the new offices are its complete radio facilities with direct lines to every radio network, combination radio observation room and dining-room, two experimental kitchens, and the terrace roof which completely surrounds the 17th floor. Elmer G. Marshutz, president of the agency, concludes his announcement with this statement: "The result, we believe, is a new advertising agency as nearly ideal and timely as it was possible to conceive."

Paris & Peart, New York, have opened an office at 428 New Center Building, Detroit, with Melville W. Smith in charge... The firm of Rintoul-Stiepock, Inc., has been organized with offices at 51 East 42nd Street, New York. S. R. Rintoul resigned from the World Broadcasting System, Inc., to form the new company, and R. H. Stiepock was with Chrysler Corp. until 1934 and since then has conducted his own business . . . The corporate name of George J. Kirkgasser & Co. has been changed to Kirkgasser-Drew, Inc.

Arthur Freeman, one of the founders of the Einson-Freeman Co., has joined the Peck Advertising Agency as vice-president in charge of merchandising and sales promotion . . D. R. Hathaway, formerly with McCann-Erickson and BBDO, now heads the media department of J. M. Mathes, Inc. . . . Gerald Page-Wood and Victor C. Breytspraak, former vice-presidents of Erwin, Wasey & Co., have been appointed to the staff of Campbell-Ewald Co.

The Gruen-Watch Co. account goes to McCann-Erickson, Inc. . . . Tastyeast, Inc., to the Peck Advertising Co., Inc. . . . Swank Products, Inc., to Alfred J. Silberstein, Inc. . . . Tyrell Hygienic Institute to Alfred Rooney Co., Inc. . . . Highway Trailer Co. to M. Glen Miller. . . Casco Products Corp. to Ferry-Hanly Co. . . . Koppers Co. to Batten, Barton, Durstine & Osborn, Inc. . . . National Dairy Products Corp. to McKee & Albright, Inc.

Osborn Retires

Arthur C. Osborn, after nearly half a century with the United States Printing and Lithograph Co., has retired from active participation, and with his wife and their granddaughter, has started on an extended European trip. When he joined the company 47 years ago it was called the United States Printing Co. of Ohio and its business card read, "labels—show cards—advertising specialties—embossing." Now the company has plants and subsidaries in several cities and its products embrace 42 different types of sales aids.

Mutual Now a National Chain

Mutual Broadcasting System started 1937 as a coast-to-coast network. On December 29 nine stations of the Don Lee Broadcasting System in California and five stations located in cities en route from Chicago to the Pacific Coast were linked with WGN, Chicago, the former western terminal of the Mutual chain. Starting as a small "quality group" of stations—WGN, Chicago; WOR, New York; WLW, Cincinnati, and WXYZ, Detroit—the chain has been expanded to 38 stations. In addition to this imposing group of stations which now covers all sections of the country, the system also offers its listeners the outstanding programs of the Canadian Broadcasting Commission's network of coast-to-coast stations.



Livingston Advertising Co. will attract 8,800,000 a month with advertising placards placed thus in New York City taxicabs.

Cab Cards

Livingston Advertising Co. will this month begin using placard advertising in New York City taxicabs. Two advertising cards, 5½" x 10½", or approximately the same size as space allowed to the cab driver's licenses, will be placed alongside the operator's card in the passenger's compartment, directly in front of the passenger. Seven thousand four hundred cabs in all, including taxicabs of the Parmalee, Liberty.

Seven thousand four hundred cabs in all, including taxicabs of the Parmalee, Liberty, Atlas, Terminal, Sunshine and Bell cab systems, will carry advertising placards, attracting the attention of about 8,800,000 passengers a month.

Scoop for Trib

The alert memory of the Sunday editor of the Chicago Tribune was responsible for an important picture scoop in that paper on Sunday, January 3. So far there is only one official full-length portrait of England's sixth George. Simon Elwes, famed British portraitist, did it last Spring when his royal sitter was the Duke of York. Following its showing at the British Royal Academy, the painting was sent to New York for exhibition and a possible purchaser. After Edward's abdication the editor remembered that such a painting was in this country and the man he sent scurrying after the rights to reproduce it succeeded. The result—a popular and attention-getting scoop.

New Magazines

Perhaps the avalanche of new publications belongs more in the Significant Trends column than here. It is certainly indicative of hopeful thinking and easy money. Next to appear is Miss Fanchon De Voes Bachelor—a 35-cent, coated paper, luxury monthly due on the stands late next month. It is to be printed by the Condé Nast Press and will be devoted to masculine glamor and the exploitation of men of the business and social worlds.

In March the Milestone Publishing Co., New York, will issue 35,000 copies of Congratulations which will be distributed by more than 80 hospitals in Greater New York, Long Island, Westchester, New Jersey, Pennsylvania and Massachusetts. Each hospital will be given a sufficient quantity to last for a period of one year. The editorial pages are given over to various aspects of the Blessed Event problem.

Policy Name

The Scranton Republican has changed its name to the Scranton Tribune. A non-partisan paper, by name as well as by deed it will hereafter maintain its independent policy!

Du Pont Mannequins Jump Demand for "Acele"

(Continued from page 126)

Consumers often would like to buy the figures. Stores would like to use them permanently to display all sorts of products

of products.

(A favorite method of display is the use of a life-sized mannequin wearing a dress of "Acele" fabric, and beside it a miniature mannequin wearing a dress of the same pattern and fabric.)

Despite these requests, however, du Pont remains firm in its policy: The mannequins, which are copyrighted, may be used only to advertise fabrics of "Acele" and dresses made of them. That policy has been of value in boosting rayon to the point where four pounds of it are used for every pound of silk, where it appears in more weaves and textures than any other yarn.

Spindles at du Pont's acetate rayon plant, in Waynesboro, Va., are kept spinning, thanks—in considerable part—to the "World's Most Widely Traveled Mannequins."

Standard Oil Co. Sends Seventy-Six to Bermuda

Standard Oil Co. of N. J. last month rewarded 76 of its star salesmen with a trip to Bermuda. They were winners of a ten-months' competition among 175 commissioned Essoburner salesmen from New York, New Jersey, Massachusetts, Pennsylvania, Maryland, Virginia, North Carolina, and the District of Columbia.

Nearly every branch quota established by Standard Oil's New York office was filled 100%, and most of the winning salesmen by far exceeded the 2,700 points set down in their individual quotas for the sale of Essoburners and signing of Essoheat contracts

Sinclair spent approximately \$10,000 promoting the contest and sending its 76 winners to Bermuda.



one to ten markets and two networks—

Here's one major market

MILWAUKEE, the nation's 12th largest city in population, ranks:

Fifth in percentage of population filing income tax returns—

Third in percentage of home ownership—

Sixth in percentage of homes with telephones—

Third in percentage of population increase 1920-1930—

Seventh in retail sales per capita. The annual retail sales in Milwaukee are over four hundred million dollars.

This is a market that you cannot afford to overlook, and is only one of the ten great markets that Hearst Radio offers you.

When you deal with Hearst Radio, one organization services you in ten major markets from the time your order is placed until the final program is broadcast.

HEARST RADIO

NEW YORK
CHICAGO
LOS ANGELES
SAN FRANCISCO

WBAL . BALTIMORE WCAE . PITTSBURGH
KTSA . SAN ANTONIO KOMA OKLAHOMA CITY
KYA SAN FRANCISCO KNOW . . AUSTIN
KEHE LOS ANGELES WISN . MILWAUKEE
WINS . NEW YORK WACO WACO

The New York State Broadcasting System
The California Radio System

Advertising News

(Continued from page 99)

torists to make snowflakes and Weed chains simultaneous.

Naturally, it doesn't snow in each of the 75 cities at the same time. Mr. Lasher, and agents Reincke-Ellis-Younggreen & Finn, consequently pore over almanacs and weather records and don't fire until they see the white of drifts. They gave the command the first part of this week because it is Motor Boat Show Week. For the last six years there has always been snow around the New York Grand Central Palace during the motor boat regatta. SM goes to press before final

weather reports are in. Hence we can't tell whether Weed won or lost.

To date Weed snow copy has appeared in 10 communities. The rest of the list will follow piecemeal as isobars, high and low pressure areas, and Boreas direct.

Radio Uses Printers' Inks

When stations KNX and KSFO switched over to Columbia Broadcasting, the chain tried to make certain that readers as well as dialers learned of it. Full pages were reserved in 32 papers of 23 California communities, and were followed by smaller insertions.

Next, 107 billboards in Los Angeles, San Francisco, and Oakland, and dash cards on L.A. and S.F. street cars told of the merger. January issue of Sunset Magazine carried an ad. Some 20,000 "logs" of KNX, KSFC - Columbia schedules were sent listeners on requests. Finally, letters sent to all women's organizations, Parent-Teacher Associations, etc., in California announced the cultural programs.

Tweet, Squeak, It's Radio

The Justrite Co., Milwaukee, sends word (probably by carrier pigeon) that it is on the air of 15 radio stations, including the Inter-city Network. Other stations are to be added to assure "complete metropolitan coverage." Justrite makes bird seed. Therefore, according to Hoffman & York, agents for the firm, the program "consists of a large canary concert of trained live birds, talented organists and, in many cases, string ensembles."

A contest is conducted weekly, with a bird and cage awarded for the best slogan using the product's name.

Not to be outdone, National Broadcasting Co. scuttles up with information that Minnie, the Singing Mouse, recently heard on an NBC sustaining period, is now available for commercial broadcasts "at reasonable rates." The NBC Artists Bureau, which also manages opera divas and other talent, has Minnie's exclusive representation. A cheese manufacturer, particularly, would find her an inexpensive entertainer. Mouse-trap makers can continue in their house in the woods.

You, Not Us

Bristol-Myers Co. has appropriated \$1,650,000 for Ipana tooth paste ads this year. The sum is a large one. So large, in fact, that Joe Druggist, proprietor of the Main Street Pharmacy, hears it, nods blankly and keeps on checking over his cash receipts. Telephone numbers bounce right off Joe.

But B-M, and agents Pedlar & Ryan, must bore into his skull exactly what these seven figures mean to him in prodding consumer demand. In drug trade journals they are telling him, "Ipana's great advertising appropriation amounts to \$30 a year for each drug store in the country . . . Ipana spends \$30 a year to attract quality traffic to you." Joe, and his 54,999 fellow druggists, have personal knowledge of what \$30 looks like. It penetrates that Ipana is a pal. Perhaps he'd better trail along with B-M.

The company points out that Ipana's expenditure per store has nearly doubled in the last ten years. Its total ad investment for all B-M products, Mum, Sal Hepatica, Vitalis, etc., is 8.5% larger for 1937.

The p spend Houst income and sa well world.

Houst in total the pay your pay you have been pay you hav

One of America's
Brightest Spots

COME EASY

T is easy to sell your product in the Houston market—the biggest and richest in Texas.

The people here have more money to spend—and spend it.

Houston leads all cities in Texas in population, income tax returns, building permits, retail sales and savings deposits. It is the largest oil center, as well as the largest spot cotton market, in the world.

Houston's port ranks third in the United States in total exports and fourth in total commerce.

These are just a few of the reasons why an advertising campaign in The Houston Chronicle will pay you big dividends.

The HOUSTON CHRONICLE

LARGEST DAILY IN TEXAS—LOWEST MILLINE RATE
LEADS THE STATE IN NATIONAL ADVERTISING

R. W. McCARTHY Manager National Advertising THE BRANHAM COMPANY National Representatives

More Ways to Increase Point-of-Sale Displays

(Continued from page 104)

set up in the dealer's mind the actual value of the fixture, were he to buy it from the many equipment salesmen who call on him. When you have gotten this point across, show your hand and say that your company is willing to stand for half the cost in return for the privilege of advertising the line with it. He carries your merchandise, anyway, and the profit on the extra sales will soon cover his cost.

Some manufacturers make this payment even more painless by selling the display at a stiff price and then giving free merchandise, at consumer list prices, for the same amount. dealer, of course, pays for the item with his gross profit on the merchandise, when it is sold. The salesman puts it up as an opportunity to "earn" the fixture, which job will soon be done because of the impetus given by the extra display effort.

Many packaged lines can easily be dummied for window and counter display. In fact, display manufacturers today can produce a mountain of merchandise from a packed flat display, with but a few simple make-up in-structions. Where the items themselves must be shown, the problem of mass display is not so easy, since in many cases the cost of the dummy approximates that of the finished article.

This expense is well within budgeting costs when but a few "traveling displays" are made up. But, in the case of a dummied fixture as a permanent sign for the small retailer, it is necessary that he stand part of the cost. And it is possible, by straight selling arguments, to get him to do so.

Here they are, in brief:

1. This display saves at least 75% of the dealer's investment cost for merchandise in the window. True, he can sell from the stock, but he never does. He never permits his reserves to get that low. His money is generally pretty well tied up all the year round.

2. There is a distinct saving because there is no loss in shopworn, windowworn articles that have to be sold at a

concession in price.

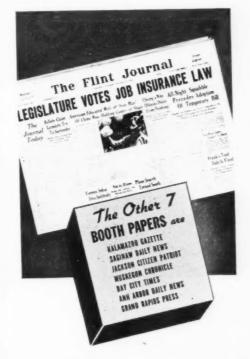
3. "Why, Mr. Dealer, the interest alone on your investment in the regular window stock will pay for this."

4. "And, if you really want to 'get your money out of it,' the parts used are worth what you paid."

Buttress these with the understanding that the dealer may have his money back whenever he returns the display, with the dummies intact, and you have a real order-getting sales idea.



CONCENTRATE IN THE FLINT JOURNA



AMONG THE LEADERS IN DENSITY OF RETAIL TRADING ZONE COVERAGE

At one paper cost, you can com-pletely cover the retail trading zone of Michigan's third largest city!

city!

The Flint Journal, with a circulation increase of more than 15% in the last 18 months, is among leading newspapers in the completeness with which it covers its retail trading zone. Average net paid for December of 54,913 means practically 100% home delivered, evening-paper coverage of your prosperous Flint market.

Concentrate in a market where your sales and profit opportunities are concentrated, too. Use the Flint Journal. It's one of the biggest advertising buys in the newspaper field. Write or telephone nearest representative for further data.

Latest A. B. C. 53,012 (51,479 in retail trading zone) Latest Net Paid 54,913

Wherever you find a Booth paper, you have the answers to two major questions: (1) Is the market worth while? (2) Is there a single newspaper that covers it completely? BOOTH means BOTH!

I. A. Klein, 50 E. 42nd St., New York John E. Lutz, 435 N. Michigan Ave., Chicago



ALES LETTERS

BYMAXWELL DROKE

"Horrible Example" of How Not to Write is Changed

In his new book, "How to Win Friends and Influence People," Dale Carnegie presents a letter written to one of his associates by the superintendent of a large freight terminal. Because it is such an excellent object lesson in what not to do, I believe it worth reproducing in full:

Gentlemen:

"The operations at our outbound-rail-receiving station are handicapped because a material percentage of the total business is delivered us in the late afternoon. This

condition results in congestion, overtime on the part of our forces, delays trucks, and in some delays to cases freight. On November 10, we received from your company a lot of 510 pieces, which reached here at 4:20 P. M.



Maxwell Droke

"We solicit your cooperation toward overcoming the undesirable effects arising from late receipt of freight. May

ask that, on days on which you ship the volume which was received on the above date, effort be made either to get the truck here earlier or to deliver us part of the freight during the forenoon.

"The advantage that would accrue to you under such an arrangement would be that of more expeditious discharge of your trucks and the assurance that your business would go forward on the date of its re-

"This letter," said the recipient, "had the very reverse effect from that which was intended. The letter begins by describing the Terminal's difficulties, in which we are not interested, generally speaking. Our cooperation is then requested without any thought as to whether it would inconvenience us. and then, finally, in the last paragraph, the fact is mentioned that if we do cooperate it will mean more expeditious discharge of our trucks with the assurance that our freight will go forward on the date of its

"In other words, that in which we are most interested is mentioned last, and the whole effect is one of raising a spirit of antagonism, rather than of cooperation."

Mr. Carnegie then proceeds to re-write the letter, according to principles laid down in his book. I think you will agree that, psychologically speaking, it is a marked improvement:

Dear Mr.

"Your company has been one of our good customers for fourteen years. Naturally, we are very grateful for your patronage and eager to give you the speedy, efficient service you deserve. However, we regret to say that it isn't possible for us to do that when your trucks bring us a large shipment late in the afternoon, as they did on November 10. Why? Because many other customers make late afternoon deliveries also. Naturally, that causes congestion. Thus your trucks are held up unavoidably at the pier, and sometimes even your freight is delayed,

"That's bad. Very bad. How can it be avoided? By making your deliveries at the pier in the forenoon when possible. That will enable your trucks to keep moving, your freight will get immediate attention. and our workmen will get home early at night to enjoy a dinner of the delicious macaroni and noodles that you manufacture.

"Please don't take this as a complaint, and please don't feel I am assuming to tell you how to run your business. This letter is prompted solely by a desire to serve you more effectively.

"Regardless of when your shipments arrive, we shall always cheerfully do all in

our power to serve you promptly.
"You are busy. Please don't trouble to answer this letter."

Putting Reverse English on a Testimonial Letter

Danciger Oil & Refineries, Inc., has devised a novel method of presenting a testimonial. A recent follow-up letter to filling-station prospects was written on the company's regular letterhead; but instead of being addressed to the prospect, it begins:

"Danciger Oil & Refineries, Inc., "Tulsa, Okla.

"Gentlemen: When you wrote me a few months ago about your Road Runner gasoline, and then kept sending me literature, I'm afraid you didn't make it strong enough about qual-You were a little modest. Since I've been selling Road Runner gasoline, my gal-lonage has rocketed skyward, and for the first time in many months, I am really making more than just a living. I suggest you chuck the modesty and tell your prospects what a really superb product you are offering them.

But wait, Mr. Jones-that is a letter we received from one of our new customers. We just wanted you to read it. We know there are a lot of people in Arcadia who would 'go into a dance' for gasoline like Road Runner—and we hope you will give it a trial. . . ."

Standing Invitation

Mr. Droke, is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MAN-AGEMENT, enclosing a stamped, addressed envelope.

Here's Another Deserving of Honorable Mention

And here is another interesting use of a testimonial—from a promotion letter used by Continental Bag Specialties Corp.

"You'll probably get a chuckle out of what one of our recently converted users

of Ful-lok has to say. Said he . . .
"More out of curiosity than anything else,
I sent you a small order for Ful-lok—your new Tango Gold Dubl-Weld Satchel Bottom Cellophane bag. I wanted to see if the new colored bottoms would really increase sales, as you claim they will. Well, it just so happened that on the day I packed them (with green peas) the sun was shining brightly. . . I placed the filled bags on an open island display in the store and proceeded to forget about them. Along about noon, a glare suddenly hit me in the eyes. . . . What do you suppose caused the gleam? It was the Tango Gold bottoms on the Ful-lok bags—sparkling like headlights in the sun's rays! Did they get attention from my customers? Did they sell green

eas? I'll say they did—and how!
"All of which confirms what we've been telling you right along! But irresistible attractiveness is only one of the virtues of Ful-lok bags. In addition, they're stronger and, because of their doubly reinforced bottoms, they are far less apt to break. Moreover, they cost not one cent more than ordinary satchel-bottom Cellophane bags.

'I haven't the right to give you advice about what's good for your business, but really, I think you ought to try Ful-lok and see what happens. I think you'll be glad you did. Enclosed is a sample, as well as an order blank and prepaid reply envelope. Just send us a trial order—later on, I think you'll send us larger ones."

All's Well, Great Corporation Gives Free Love Its Blessing

There's meat for reflection in a remark of that engaging Englishman, Mr. James Hilton. "The American business letter," said Mr. Hilton recently, "has become little more than a cut-rate telegram." Isn't it possible that telegraphic terseness has gone too far?

I am not, I hasten to say, toting a torch for the rambling and redundant commercial communication. There is, I fear, such a thing as making a letter so scientifically concise that the breath of life is stifled. Remember that a business letter is, or should be, an instrument of human expression. Don't be ashamed to cling to a little warmth and humanness, even at the cost of a few extra words!

Even the telegraph companies appreciate the worth and importance of sentiment. I am greatly cheered to note that Western Union, in a ten-word telegram, now permits the addition of the word "love" at no extra cost. With one of our great corporations thus openly endorsing free love, things are definitely picking up.

Marketing Flashes

(Continued from page 146)

will then, undoubtedly, do a bit of bragging. Meantime it is telling the world about waxes over the NBC-Red network, in gravure sections of 30 newspapers, and in women's magazines. Needham, Louis & Brovby is the agency.

Men and Jobs

J. W. Saybolt, manager of the lubrication sales dept. of Esso Marketers, has been appointed president of Penola, Inc., subsidiary of Standard Oil of N. J. He started with the corporation in 1901. D. V. Stonaker, Penola s.m., has been made v.-p. He retains his position of industrial s.m. His connection began in 1917.

Tarry C. Mealey, a member of the General Electric organization for 18 years, is named to head the Hotpoint refrigerator division of Edison Electric Appliance Co., Chicago. For the past four years he was s.m. of Hotpoint refrigerators in Cleveland.

Raymond F. L'Hote, mgr. of Allied Products division of American Radiator Co., is appointed v.-p. Entering the company as a junior salesman in 1910, he has been mgr. of the division for two years, asst. gen. s.m. for eight. As such he headed the sales of oil-burning boilers, copper pipe, and other heating accessories.

Appointment of Tell Berna as gen. mgr. of National Machine Tool Builders' Association, is announced by C. R. Burt, president. Mr. Berna has been gen. s.m. of National Acme Co., of Cleveland for the last six years. He succeeds Herman H. Lind, who served as mgr. of the Association from 1932 through '36, and who is now exec. v.-p. of the American Institute of Bolt, Nut and Rivet Manufacturers.

C. C. Carr, formerly in charge of public relations, has become ad. mgr. of Aluminum Co. of America, Pittsburgh. He succeeds W. C. White, who will devote himself to the presidency of Aluminum Cooking Utensil Co.

Maxwell V. Miller advances from gen. s.m. to v.-p. in charge of sales for Royal Typewriter Co.

Frigidaire A-Trouping

Thirty-six convention presentations in 33 major cities will give to the more than 20,000 salesmen of General Motors' Frigidaire division the 1937 line of household products and the sales and ad plans. Rehearsals of 34 men, who will constitute flying squad-

rons, are now in progress. By February they will be letter-perfect in their parts, ready to climb into special Pullmans and go barnstorming. All of

Frigidaire's higher-ups and mighty men of valor will attend the conventions to encourage the rank and file to sizzling efforts.

INDUSTRIAL PAYROLL

87 MILLION

\$53,657,377 INDUSTRIAL SALES \$505,636,150

Figures by Akron Chamber of Commerce covering the year ending Nov. I, 1936. You can cover this alert, free-spending market by concentrating in

AKRON BEACON JOURNAL

Established 1839

Represented by STORY, BROOKS & FINLEY ONE OF AMERICA'S GREAT NEWSPAPERS

WINDOW DISPLAY INSTALLATION IS A BUSINESS.



Arranging merchandise and decorations is only a small part. Our clients receive the service of a specialized nation-wide organization with comprehensive retail records and complete knowledge of local retail conditions. We secure the proper locations. We install all displays uniformly and correctly, following your instructions to the letter.

For list of our 142 Associate Offices, serving 5,886 cities and towns, write

WINDOW ADVERTISING, INC. AND ASSOCIATES

175 Fifth Avenue, New York

560 W. Lake Street, Chicago



GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED . ADVERTISING AGENTS

REGINA CALGARY EDMONTON VANCOUVER



From Willys' S.M.

Editor, SALES MANAGEMENT:

Reference is made to your edited article in the January 1 issue of SALES MANAGEMENT entitled "2,000 Motorists Rate 1937 Cars on Their Appearance Value," analyzed by the Market Research Corp.

I am glad to see that Buick obtained most favor among these 2,000 motorists, but do you really think a sufficient research has been done for you to publish an article of the character mentioned when it represents but 8/10,000th of one per cent of owners' opinion, i.e., 2,000 motorists is roughly .00008 of 24,250,000 registered American cars? Certainly would we not want to invest in costly dies for a new model based on such a meager research.

If it is consistent to do so, we would like to ask a few questions concerning these 2,000 motorists, i.e.:

(a) What was the average age? (b) What was their average income? (c) Were they city or country dwellers?
(d) In what sections of the United States do they live?

It might be interesting for you to know that our research and the actual marketing of the new Willys, since its introduction at the recent shows, has very strongly developed in our minds that the younger people of the country welcome its appearance, having broken away from what was fast becoming a common styling among all the companies. Perhaps the best proof of its popularity is that orders in hand are very far in excess of our immediate productive

> R. J. ARCHER, General Manager, The Willys Overland Co., Toledo.

(The MRCA-SALES MANAGEMENT survey did not purport to be more than a four-year running record of how 2,000 typical motorists rated cars on appearance value. But the record shows that the sample may be

sufficiently large. The 1934 and 1935 models of the Willys received a thumbs The 1934 and 1935 down rating from the two thousand—and later events proved that they were typical of the twenty million. This year the new Willys received a far higher rating. The editors join with the automotive industry in applauding the Willys comeback.)

Who Sells the Farmers?

Editor, SALES MANAGEMENT:

The article on the Farm Journal's exhibit in your December 1 issue is very well done, and has the sort of atmosphere that I think makes interesting reading.

There is a rather serious mistake on page 945 on the circulation promotion as fol-lows: "Circulation promotion is confined largely to farm-to-farm canvassing by school children.

As a matter of fact, our main source of circulation production is our own field selling organization of about 370 men. The school children plan is a small side issue, and while it is perfectly legitimate and undoubtedly produces good circulation, it would not be taken seriously or make the right impression on advertisers. Of course this is all understood by people who studied the ABC statements; but we both know that not one in twenty goes to this trouble, and I think this would give a decidedly wrong impression.

GRAHAM PATTERSON, President, "The Farm Journal," Philadelphia, Pa.

Sorry, No More "Pica Rules"

Editor, SALES MANAGEMENT:

It would be an oversight on my part of the gravest sort not to thank you for your kind editorial comment on "The Pica Rule" in the current issue of SALES MAN-AGEMENT. It is certainly the most gratifying comment, however unreserved, that I have read.

Unfortunately we will not be able to comply with the requests for copies of the burlesque edition. Our supply was com-pletely exhausted several days ago. Since your mention of the magazine has resulted in roughly 130 requests, we feel slightly embarrassed, but the deluge should certainly establish in your own mind the fact that your magazine is widely read.

ROBERT NEWCOMB,

Editorial Director,

Blanchard Press, Inc.,

New York City.

Future Sales Ratings

Editor, SALES MANAGEMENT:

I have read with interest your table of Future Sales Ratings in the December 1 issue of the SALES MANAGEMENT magazine. It is observed, however, that while a number of public utilities, including the telephone, are mentioned in your survey, the telegraph industry, which has always been considered to be an excellent barometer of business conditions, is not included. From curiosity, which you will recognize as growing out of a personal interest, I am wondering whether the telegraph has been omitted from the compilation for any particular reason.

B. R. ALLEN, Asst. to the Vice-Pres., Western Union Telegraph Co.,

New York City. (We agree: The telegraph industry is a significant one, and a barometer of general It will be included in Future Sales Ratings, February 1. Have you a nomination you would like to make?)

TO MAKE YOUR BUSINESS PLEASURE **

Everyone at the Mayfair takes real pleasure in the business of making your business a pleasure -in helping you look your best, feel your best and do your best while you are transacting business in Saint Louis. That's the Mayfair idea of the hotel business. Because you 'are more than "a name and a room number" to those on the Mayfair staff, you always find it a pleasant place to come to, to stay in, and to return to.

Rates: 50% of all rooms rent for \$3.50 or less, single; \$5.00 or less, double.

Each with private bath.



- Garage Service.



HOTEL LENNOX - Only One Block Over .. Same Management

Lown "Moved the Government" to Sell 1,460 Lamps

ANY a salesman will take a lot of pains with good prospects to create a condition whereby his product can be sold.

But few would undertake, by themselves, to "move the government" to accomplish this end.

A story about Walter Lown, sales director of Greist Manufacturing Co., may help to add to this number.

Greist is one of the largest makers of I. E. S. lamps. These lamps are made to the exacting specifications of the Illuminating Engineering Society, and bear the society's tag of approval. The tag, widely advertised in the last two years, is part of a program by lamp and bulb manufacturers, paint companies, oculists, opticians and others to improve the nation's sight.

Walter Lown went down to Annapolis a short time ago to see if he could sell some Greist I. E. S. lamps. He learned from officers at the U. S. Naval Academy that the sight of 26% of the members of the graduating class was unfit for service as line officers in the Navy. Hard study, it was thought, had something to do with this.

Lown wondered if the light was adequate. The officers thought that it was—but permitted him to make a survey of the academy. He found that, according to I. E. S. standards, it was not—that poor light was largely responsible for the poor sight of the cadets.

What? Rewire? Of course!

1,460 new lamps were needed. The cost would be between \$15,000 and \$20,000. But Lown found that the wattage which these lamps would consume would be too great for the wiring of the academy.

To give the Middies enough sight the academy would have to be rewired. The cost would be about \$200,000. (Eight times the \$25,000 which each member of the first class represents to the U. S.)

Lown went to Washington, and managed to get an introduction to the President. He put the problem up to Mr. Roosevelt. An emergency appropriation for the wiring was rushed through.

It would seem that Walter Lown had earned the right by then to sell those 1,460 lamps to the academy.

He had dug into the problem in the first place. He had found what was needed. He had got the approval of officers of the academy. He had got

the government to authorize the expenditure of \$200,000—so that some-body could sell 1,460 lamps.

But that somebody was not necessarily Walter Lown.

The government buys on competitive bids.

After he had cleared the way he had to bid against 189 other lamp manufacturers for the order.

But here, too, Walter Lown worked thoroughly. He developed the best bid he could. By that time he was so excited about the whole business that he refused to trust his bid even to Uncle Sam's mails. He took it down to Washington with him on the train—slept that night with the bid under his pillow.

The 189 bids were opened. Walter Lown won the contract by three cents a lamp!

McKesson & Robbins Makes Liquid Carbonic 'Partner'

Discontinuing direct jobbing of soda fountains in all of its 64 branches, McKesson & Robbins, largest U. S. drug wholesalers, will confine itself to pushing fountains with the Liquid Carbonic Corp. as a partner. Under the arrangement, McK & R's 700 salesmen carry information about Liquid Carbonic fountains, and work for orders. Design, layouts, and installations will be made by Liquid's sales and service force.

McK & R have made plans to have Liquid fountain showrooms in 40 principal branch houses. Liquid, in turn, already maintains displays in 23 branches. The combined 63 exhibits will be jointly supervised.

Both companies enter the combination with much to gain. The drug wholesaler is anxious to further fountain sales, largest individual profit maker in a drug store. Its representatives can concentrate on merchandising features of the fountain, leaving technical details to Liquid's specialists. The latter firm gets the services of 700 salesmen, who don't have to be carried on the payroll.

Hiram Walker Raises Walton

Howard R. Walton, former sales manager, becomes assistant to the president of Hiram Walker-Gooderham & Worts, Ltd. Into his Detroit post, which he has occupied since shortly after Repeal, moves Ralph H. Niece, formerly manager of the Mid-West sales divisions.

SIMPLIFY

VISUAL SELLING
With



Wherever you want to show pictures . . . in a dealer's store, hotel room or convention hall . . . the Da-Lite Challenger Screen can be instantly set up. The tripod is pivotally attached to the case and has a square-tubed, slotted, telescoping support, which holds the screen rigid and the entire picture in perfect focus. Unless otherwise specified, the surface is glass-beaded. See this and other Da-Lite values at your dealer's or write today for latest catalog.

DA-LITE SCREEN CO., INC.

Dept. I-S, 2723 N. Crawford Ave., Chicago, III.

TERRITORIAL CONTROL

is UNDER Your THUMB

when you use the ONLY NATION - WIDE

AIR EXPRESS

2,500 MILES OVERNIGHT

You'll be monarch of all you survey.

- * Day and night service direct to 216 cities in the United States and Canada, to Honolulu, Guam, Manila and to 32 Latin-American countries.
- *Quick connections at key junction points with fast Railway Express trains.
- * Pick-up and delivery, door-to-door, without extra charge.
- * Low, economical rates.
- *One organization. One responsibility. One waybill.

The only Air Express service that gives you complete nation-wide coverage. Write for booklet "How to Profit With Air Express." Address General Sales Department, Railway Express Agency, 230 Park Ave., New York. For service, 'phone any Railway Express office.

AIR EXPRESS

DIVISION

RAILWAY EXPRESS AGENCY

"An excellent summary for both the student and the business man."—Printers' Ink.

". . . a valuable asset to anyone interested in research."—New York Post.

MARKETING RESEARCH TECHNIQUE—\$4.00

By PERCIVAL WHITE

Published by Harper & Bros.

A working manual for marketing counselors, advertising agencies, research directors, sales executives, and all who want facts on which to base broad questions of selling policy.

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COMBINATION OFFER: Marketing Research Technique, and a year's subscription to MARKET RESEARCH, the monthly magazine, exclusive in its field, for only \$4.00, postage prepaid. (Offer good in the U. S. only. Foreign \$5.00).

Send the coupon today if you want full details about how to organize the field department, how to choose and handle field workers, how to get raw factual material, how to correlate it, how to make it tell a useful connected story. The book contains maps, graphs, charts, and diagrams.

MARKET RESEARCH Rockefeller Center, New York

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Send me a copy of Marketing Research Technique and a year's subscription to MARKET RESEARCH, both for \$4.00, postage prepaid. (Foreign \$5.00) () Remittance enclosed () Bill me

Name .	*	*	*		*						*	*						•					0	•					a
Address													*	*													*		
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Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is Sales Management Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

How to Insure Financial Stability of Business Firms

Sincerely recommended to sales executives who are interested not only in making sales at a profit but also in the survival and growth of their organizations, is the booklet recently published by Dun & Bradstreet, Inc., entitled "Fourteen Guides to Financial Stability," by Roy A. Foulke. Following a most readable discussion of the life of business concerns—the average life being stated as 66 months—the author has given in tabular form 14 important ratios for 60 different lines of business; 35 lines of manufacturers, 18 wholesalers, and seven retailers, for each year from 1931 to 1935 inclusive; together with an average of each of these ratios for each line of business for the five years. These ratios vary materially from one line of business to another, depending upon the type of products produced or handled, the extent of manufacturing and housing facilities, the rate of turnover, competition, and broad business conditions.

The booklet is a supplement to the 1936 edition of "Behind the Scenes of Business," based on analysis of 36,840 sets of balance sheets and supplementary figures, 1931 to 1934. Ratios for 1935 added and shown in the booklet are from the 1935 figures of 11,140 enterprises, most of which had a tangible net worth in excess of \$50,000.

Emphasis is given to the importance of sound reasoning on such questions as: How much leeway should be given to the instinctive desire for providing bigger and better plants, stores, and warehouses? What new investments and how much should be put into additional manufacturing facilities, real estate, etc.? Should expansion programs be carried on by permanent capital or by long-term borrowed funds? The 14 ratios are advanced as working tools to aid in the solution of such questions, upon the correct answer to which depends the continued life of business organizations which must otherwise be overtaken by old age and bankruptcy. Address inquiries to Dun & Bradstreet, Inc., 290 Broadway, New York City, attention Roy A. Foulke.

Akron Prosperity Charted

Speeding up of the economic pace of Akron, Ohio, has been forcefully presented by the Akron Times-Press in a folder entitled "The Akron Situation at a Glance." A total of 39 graphs or charts is shown, covering all phases of the industrial and social life of the community, as originally printed in the Times-Press. The statistical information was compiled by the Bureau of Business Statistics of Akron University. Among the many points itemized are the

high wage scale of Akron, steadiness of employment, importance of the market as a distribution center, increases in tire production, long distance phone calls, postal receipts, electric meters, construction, and truck and passenger car sales. Copies available on request to George Fishback, Akron Times-Press, Akron, Ohio.

Data on New Haven Market

"Register City," the market covered by the New Haven Register, is presented in its many marketing aspects in a new booklet which is colorful, brief, and sufficiently factual to satisfy the most critical marketeers. Special attention is given to the separate presentations of retail expenditures of Register City families for food, automotive, restaurants, clothing, furniture and household necessities, building materials, drugs. Importance of the city as a distributing point is emphasized by figures showing its freight terminal facilities as the second largest in America, together with other information on land, water and air shipping activity and on the industrial leadership of the community. The booklet is handsomely printed in colors, and with maps and illustrations covering the market facts stated. Copies available to executives interested in this area, on request to G. R. Gould, New Haven Register, New Haven, Conn.

Sales Methods Check Chart

While it is probably true that there are no new ideas, it is equally true that a clarification of old ideas, a sharpening of one's recollection of familiar but forgotten methods, amounts almost to the thrill of discovery. We have just received a simple but powerful little promotion piece called "Check Chart—Methods of Stimulating Sales" that should earn a place in many sales executives' desks for its value as a reminder of all the time-honored methods of sales stimulation. Lists, with convenient check spaces, 16 methods of stimulating the internal organization—24 methods of stimulating the dealer organization—17 methods of stimulating consumer demand. Standard filing folder size—and is precisely that, a filing folder with the various methods printed on the inside pages, permitting the use of the folder for filing those fleeting ideas that bob up and demand future if not immediate attention. Published by, and available on request to, the United States Printing & Lithograph Co. Address C. W. Browne, at the Cincinnati office, 328 Beach Street.

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Once in a blue moon a genuinely new product comes on the market, with limit-less possibilities for use by advertisers in all fields. Such is Double Deckle, the new book and cover paper stock by Strathmore. Made of colored stocks superimposed on white or ivory, two-tone color effects are secured by a border band as well as by folding the stock so as to bring the front and back of the sheets into contrast. Thus color contrasts are secured without color printing. The paper is a laid, antique finish on both book and cover stocks, especially suitable for folders or booklets of distinctive quality. Six color combinations are available. A handsome portfolio has been prepared, containing samples of the stock made into suggested folders and booklets. Advertisers are invited to secure copies by writing Cy Norton, Strathmore Paper Co., West Springfield, Mass.

Copeland's S.5 Has Best Chance of Passage

(Continued from page 142)

In reporting to the Congress on the State of the Nation, the President said: "Overproduction, underproduction and speculation are three evil sisters. . . . It is to the interest of the nation to have government help private enterprise to gain sound general price levels and to protect those levels from wide perilous fluctuations. . . Sober second thought confirms most of us in the belief that the broad objectives of the National Recovery Act were sound. . . . The Statute of NRA has been outlawed. The problems have not. They are still with us. . . . Experience with actualities makes it clear that Federal laws supplementing state laws are needed to help solve the problems which result from modern invention applied in an industrialized nation which conducts its business with scant regard to State lines."

Thus spake Zarathustra Roosevelt. It is possible that this industrial guy rope may not pass at this session. It will be argued and bickered and bantered and discussed. Hearings will be explosive and extensive. Spleen will



hat's what they all say after a convention held at The Inn at Buck Hill Falls, in the Pocono Mountains of Pennsylvania.

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For particulars write The Inn, or telephone New York Office: 500 Fifth Ave. - Lackawanna 4-4212 be vented in every section of the country. But notwithstanding, the bill will pass this Congress. That is as assured as the changeability of the weather. After all, two years is not too long to take over a law to change the entire industrial, business and labor concept of a nation; to change the business beliefs of one man is a momentous task. To attempt it for the nation seems to be the salt and pepper of Quixote and Hercules.

But lest the Supreme Court again best him in a wind-mill tilt, Mr. Roosevelt had this to say to the "nine old men":

"With a better understanding of our purposes, and a more intelligent recognition of our needs as a nation, it is not to be assumed that there will

be prolonged failure to bring legislative and judicial action into closer harmony. Means must be found to adapt our legal forms and our judicial interpretation to the actual present national needs of the largest progressive democracy in the modern world. . .

'We do not ask the Courts to call non-existent powers into being, but we have a right to expect that conceded powers or those legitimately implied shall be made effective instruments for the common good.

"The progress of our democracy must not be imperiled by the denial of essential powers of free government.'

The Court might have answered something about a free people, but not The President a word was heard. closed his remarks and the discussion.

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OMMENT

BY RAY BILL

OWERING PRICES THROUGH LOWERING TAXES: Careful reading of the budget message of President Roosevelt indicates little likelihood of early tax reductions, either corporate or individual. Apparently, the operating expenses of the Government are to be maintained at high levels and relief for unemployed is not certain to be decreased soon, in any substantial degree. All this presages a continuance of high taxes, despite the fact that the burden falls most heavily on the people with the smallest incomes. And, in those fields where substantial wholesale and retail mark-ups are customary, the final effect of high taxes is to jeopardize seriously the volume of consumption and standards of living.

If, in periods of high taxes, wages of Labor also move forward, the challenges to efficiency of manufacture, particularly as regards improved mechanization, and to efficiency of distribution, are exceedingly great.

In this connection, the latest findings of the Brookings Institution are significant, pointing out as they do the danger of Labor assuming that reduction of working hours will automatically raise the standard of living. As more and more factual, non-partisan, scientific studies of this kind come from trustworthy sources, it seems likely that Labor leadership may find that it is somewhat on the spot—not only with the public, but with Labor itself.

In the case of taxes, for instance, it is very likely to be shown that *methods* of taxation have much to do with living costs of Labor and of the people as a whole. Indeed, it is not impossible to believe that in the long run Labor will become the most forceful proponent of the retail sales tax as the most effective means of increasing living standards while still obtaining whatever given total of dollars must be raised through taxes. Moreover, once this great principle has received acceptance with Labor, farm and other leaders of large groups of our population, the sooner we can look for a lowering of taxes and a consequent lowering of prices.

Meanwhile, it may be advisable to pursue some more immediate and more popular methods for lowering prices through lowering taxes. We refer to decreasing the present tax load required to take care of the unemployed. The President has called upon private employers to re-employ the majority of those now on the relief rolls. The public believes that this challenge has been directed toward industry. But there are many reasons for believing that the

word "industry" requires a more specific definition than is now widely accepted. The very fact that nearly all of those now on the relief rolls are admittedly unskilled and many over 45 years old indicates they never were employed by industry. Indeed, if one assumes that by industry is meant those concerns that engage in manufacturing and fabrication, and the distributive activities connected therewith, it begins to look as though industry has already done an employment job quite comparable to its 1929 peak.

There seems to be an increasing need for more careful dissecting of the so-called army of unemployed now on relief. Perhaps the inauguration of non-partisan vigilance committees in local communities of moderate size and in districts of the larger communities would disclose the fact that much of this relief cost can be cut off through the elimination of impostors—also a more specific picture can be drawn for the public and for business as to just what the residue of unemployed ever has been able to do or ever can be engaged to do in the future. If it is proved that they belong mostly in business, the challenge can be carried more directly to that class of employers who can contribute most. If it develops that there is certain to be a large army of unemployables permanently on relief, perhaps their efforts can be more intelligently turned to the development of some new kind of capital wealth which will be of direct benefit to the American people as a whole. In any event, industry so-called should not be left confronted with challenges to increase employment while such vagaries exist as to the qualifications of the proposed employes, or the actual extent of the re-employment job which has already been done by industry as such. This issue should not be left dangling in the air because on its solution depends in no small degree early (1) balancing of the budget, (2) lowering of taxes, which, in turn, will lower prices and (3) improving living standards.

If, as an outcome of strikes and other artificial causes for boosting costs, the business of the country is to be thrown into a hectic period of artificially created price advances, the progress of recovery is certain to be retarded—and the threat of inflation of dangerous proportions is equally certain to arise. Very few men of management calibre do as much personal circulating throughout all of the states of the union as do sales executives. It is high time that they bring their collective influence to bear in the interest, fundamentally, of economic stabilization and a wider market for goods and human services.





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